State Of Montana

Department of Corrections

IT Plan

2008 – 2009

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EXECUTIVE SUMMARY

The Department manages numerous technology applications and interacts with other entities both public and private that also have evolving technology demands. Deficiencies in hardware, software, and personnel negatively impact the Department's ability to support accurate and timely information dissemination and efficient, secure facility operation. Resources to support operational upgrades and technology growth are extremely constrained.

There are over 700 workstations, 43 servers, hundreds of printers located in 27 locations throughout the state, all being utilized to access data, input data, analyze data, and communicate information through various software programs all working together utilizing a computer communication architecture. In addition information is provided to contracted facilities and the general public. Maintaining these systems and facilitating user education is a very great challenge in a rapidly changing technology environment. In 2005 the department's sole technical trainer offered 102 classes for a total of 884 hours of IT specific training, as well as being tasked to create 20 user's manuals for IT related systems. In addition to training provided at the Department's main computer training center in Deer Lodge, he traveled approximately 3000 miles providing approximately 275 hours of training in remote locations.

The Department IT staff is involved in maintaining and supporting multiple legacy applications as well as creating new custom applications. The Application developers also perform the roles of business analysis, testers, training, implementation planning and maintenance. There are currently approximately 12 custom applications in various stages of development.

The Department's IT staff are involved in several interagency data sharing initiatives with other State and federal agencies in an effort to increase data integrity, decrease redundant data entry, and enhance public safety. Those efforts are outlined in the plan.

The Department IT staff is also involved in several national associations and consortiums that provide information, training and standards which serve various business functions within our organization. Among those is a consortium of state department's of correction that has developed, and continues to upgrade, an open source offender management system. We are in the early stages of customizing that code to meet the Department's needs, in order to leverage taxpayer resources while meeting the data systems needs of our various constituents.

In the 2008-2009 Biennium we will continue to work on updating information management systems, information sharing initiatives, electronic document imaging,

implementation of ITIL practices, developing procedures and documentation for IT project management, and obtaining staff to develop and monitor information Privacy, Security, and Disaster recovery.

This strategic IT plan is a snapshot of the current IT needs of the Departments Business units. This document is not intended to be static, but rather updated as the business requirements of the Department change.

SECTION 1: AGENCY CONTACT INFORMATION

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SECTION 2: AGENCY MISSION & AGENCY IT MISSION

2.1 Agency Mission Statement

The Montana Department of Corrections enhances public safety, promotes positive change in offender behavior, reintegrates offenders into the community and supports victims of crime.

2.2 Agency IT Mission Statement

The Information Technology Bureau provides leadership, strategic direction, guidance and expertise for gathering, storing, protecting, interpreting, improving, and presenting information critical to the Department's mission.

SECTION 3: AGENCY PROFILE

3.1 Service Areas

The Montana Department of Corrections (MDOC), authorized in section 2-15-2301, MCA, is directed in section 53-1-201, MCA, to "utilize at maximum efficiency the resources of state government in a coordinated effort to: 1) develop and maintain comprehensive services and programs in the field of adult and youth corrections; and 2) provide for the care, protection, and mental and physical development of youth alleged to be youth in need of supervision or delinquent youth who are referred or committed to the department."

The department's five programs are:

1) Administration and Support Services, which consists of the department administration, fiscal services, information technologies, legal services, human resources, statistics, medical services and the administratively attached Board of Pardons;

2) Community Corrections, which includes adult probation and parole, adult pre-release programs, Warm Springs Addiction Treatment and Change (WATCh), WATCh East, Treasure State Correctional Training Center (TSCTC an adult male boot camp), Missoula Assessment and Sanction Center (MASC), Billings Assessment and Sanction Center (BASC), the Sanction Treatment and Revocation program (START), and a new Meth Treatment Center when it opens.

3) Secure Custody Facilities, which includes Montana State Prison (MSP) in Deer Lodge, the Montana Women's Prison (MWP) in Billings, and regional and private prisons;

4) Correctional Enterprises, which includes the ranch operations, vocational-educational and prison industries programs;

5) Youth Corrections, including Riverside Youth Correctional Facility in Boulder (RYCF), Pine Hills Youth Correctional Facility (PHYCF) in Miles City, a transition center in Great Falls, youth Parole, Youth Re-Entry programs, Guide homes, licensing of youth detention centers, and out of home placements for juvenile youth.

URLs
Main department page: http://www.cor.mt.gov
Directors Office: http://www.cor.mt.gov/About/director.asp
Community Corrections: http://www.cor.mt.gov/About/AdultCommunityCorrections.asp
Montana State Prison: http://www.cor.mt.gov/About/MontanaStatePrison.asp
Montana Women's Prison: http://www.cor.mt.gov/MWP/MontanaWomensPrison.asp
Centralized Services: http://www.cor.mt.gov/About/CentralizedServices.asp
Board of Pardons: http://www.discoveringmontana.com/bopp/default.asp
Juvenile Corrections: http://www.cor.mt.gov/About/JuvenileCorrections.asp
Montana Correctional Enterprises: http://www.cor.mt.gov/About/MCE.asp

DIRECTOR'S OFFICE

The Director's Office in Helena provides leadership and management support to all Department of Corrections' facilities and divisions. It also leads the Department's effort to effectively communicate with and inform the public and victims of crime.

> ➢ **Emergency Response**

The Emergency Response and Safety program coordinator is responsible for the development, maintenance and testing of DOC's emergency response system, ensuring each facility has the capability to respond to incidents that threaten facility security and public safety. The coordinator chairs the Department safety committee and ensures the facilities have an active safety program.

> ➢ **Investigations**

The Investigation Unit, another independent function for all DOC divisions and facilities, assists management by investigating all suspected violations of the law or DOC policy in any of the Department's programs and facilities. Unit staff conducts investigations when there is reason to believe violations of policy and/or criminal activity have occurred, constituting a threat to the safety, security and orderly operation of the program.

> ➢ **Legal Services Bureau**

Defends cases in state and federal district courts, the Montana Supreme Court, the Ninth Circuit Court of Appeals, and the U.S. Supreme Court, as well as maintain and develop Department policy.

> ➢ **Communications Director**

The communications director is the department's primary contact for the general public and the news media to seeking information about the agency, its programs and policies. The office collects information for internal and external use, acts as staff for the Corrections Advisory Council, prepares news releases, schedules interviews and TV appearances for the director and other staff, and ensures the accuracy of all information disseminated by the department.

> ➢ **Victim Services**

DOC continues its commitment to support and serve crime victims through its Office of Victim Services. The office is an information clearinghouse that answers crime victims' questions about inmate release and victim safety. Victims are often referred to victim information officers in DOC facilities around Montana, as well as to county and tribal victim advocates.

DOC subscribes to the automated Victim Information Notification Everyday (VINE) system, which notifies victims of changes in offender custody status. Victims may register for the free, confidential 24-hour service. The victim information specialist spends many hours helping them with this process.

Victims and victim advocates from across Montana comprise the volunteer Crime Victims Advisory Council, which provides direction on DOC policy and proposed legislation of importance to victims. The victim information specialist is a nonvoting council member and staff liaison. Other nonvoting members represent the Montana Department of Justice, the Governor's Office and other agencies. DOC coordinates with the Montana Department of Justice Office of Victim Services and Restorative Justice to assure that crime victims receive the help they need without interdepartmental overlap.

The victim information specialist participates in a victim component of the basic training program at the Montana Law Enforcement Academy and occasionally participates in training about victim issues at other DOC facilities.

CENTRALIZED SERVICES DIVISION

The Centralized Services Division supports the Department's mission through service to other divisions, agencies, victims and the public in the areas of fiscal, information technology, statistics and reporting. Recently the Centralized Services Division was restructured into two divisions, the Administrative and Financial Services Division, and the Health, Planning, and Information Services Division. This change will not significantly change the description of duties of the bureau's below. This section will be modified in the future to reflect these changes.

➢ **Fiscal Bureau**

Oversees accounting, payroll, contracts, purchasing, budget allocation, supervision fee collection, restitution collection and disbursement, inmate banking, and coordinates the executive planning process.

➢ **Information Technology Bureau**

Manages all computer related activities, including the Department's offender management systems, Victim Information and Notification Everyday (VINE), the Correctional Offender Network (CON), inmate canteen and banking system, help desk, file and print services, provides staff with technology training, network management, desktop support, network development sever management, Disaster Recovery, forensics investigations, incident response, network and computer security, patch management, maintains Department Web Site and internal Intranet site, projects offender population trends, survey responses, statistical reports, data quality, system acquisition, system development, assistance in telephone system acquisition, and participates in numerous Enterprise technology committees.

➢ **Grants Coordinator**
The grants coordinator is the single point of contact for grants applications and coordination between all Department divisions.

HUMAN RESOURCES DIVISION

The Human Resource Division is headquartered in Helena and has staff remotely located at Montana State Prison, the Department Training Center in Deer Lodge and the Pine Hills Youth Correctional Facility in Miles City. The Division supports department Administrators through functional subdivisions.

➢ **Personnel Bureau**

Provides human resource management and consulting services to the department. Oversees agency compliance with Federal and State employment and Civil Rights laws; position classification; employee compensation & benefits; labor relations and contract administration; recruitment & selection and employee discipline and commendations.

➢ **Training Bureau**

Supports the department mission through staff training, education and professional development based on laws and standards of modern, efficient and consistent correctional practices.

➢ **Policy Unit**

Administers all policy-related matters for the Department to ensure policies and operating procedures are developed and managed in accordance with applicable national standards, federal and state laws, and Department directives.

➢ **American Indian Liason**

Ensures American Indian inmates' cultural and spiritual concerns and issues are attended to and addressed in an appropriate and professional manner. Prevents, diverts and deters American Indian youth from being involved in an unproductive life style. Educates and brings attention to the non-American Indian community the socio-economic conditions that subsequently lead to crime and an understanding of American Indian Culture.

COMMUNITY CORRECTIONS DIVISION

Provides supervision for 75 percent of offenders in the corrections system, through its six subdivisions and contract facilities utilizing professional supervision, sanctions, and both custodial and alternative programs for adult offenders.

➢ **Interstate Compact Unit**

> Coordinates the movement and data tracking of probationers and parolees among states.

➢ **Probation and Parole Bureau**

> Supervises nearly 8000 adult probationers and parolees from 23 field offices and also administers the Intensive Supervision Program (ISP), a specialized form of adult probation and parole lasting approximately 9 months. ISP uses a heightened level of supervision, monitoring devices and close scheduling. ISP offenders live at home, hold or seek jobs, and are under greater scrutiny than other probationers and parolees.

> Institutional probation and parole officers serve the adult secure facilities by participating in parole and prerelease placement decisions.

➢ **Treasure State Correctional Training Center**

> A correctional facility for men, based on a military format of discipline and treatment (boot camp). Programs employed during the trainee's 90 to 120-day incarceration include victimology, criminal thinking errors, anger management, substance abuse treatment and academic schooling.

➢ **Adult Prerelease Unit**

> Contracts with non-profit prerelease centers for housing, treatment and supervision of men and women. These centers provide transition from prison to community and an alternative to prison for "diverted" offenders when public safety and the offenders' interests are best served by a level of supervision between prison and probation.

> The Department also contracts with a private non-profit corporation for chemical dependency treatment and services related to entering and exiting Boot Camp.

➢ **Warm Springs Addiction Treatment and Change (WATCh)**

> Provides supervision and treatment of felony (fourth and subsequent) DUI offenders. The facility is based on a modified therapeutic community approach. Those who successfully complete the six-month WATCh program may have the remainder of their 13-month mandatory prison sentences suspended.

➢ **Missoula Assessment and Sanction Center (MASC)**

➢ **Billings Assessment and Sanction Center (BASC)**

This program targets offenders whom judges commit to DOC and provides further assessment and treatment. The program is also used for sanctioning offenders who have violated conditions of probation, parole, prerelease or conditional release.

➢ **Sanction, Treatment, Revocation, and Transition (START)**

This 80 bed facility is designed to reduce the number of offenders returning to prison for technical violations of parole, prerelease, and conditional discharge.

➢ **METH TREATMENT**

This 120 bed treatment facility is planned to be in operation in the summer of 2007

MONTANA CORRECTIONAL ENTERPRISES (MCE)

Provides employment and vocational training for eligible institutional inmates, consistent with the mission of the Department of Corrections to hold inmates accountable through work, skills training and restitution, while maintaining public safety and trust.

MCE benefits inmates by developing their skills and work ethics, which improve their chance for success in society. In addition, inmates working in MCE programs build a sense of self-worth through the accomplishment of established goals.

➤ **Ranch**

Provides inmate employment in range cattle, crops, feedlot, and land management operations. MCE continues to address dam compliance issues on Mud Lake, Tin Cup Reservoir and Upper Taylor Reservoir.

➤ **Dairy**

One of the top producing dairies in Montana and provides employment in the production of raw and finished milk products, and heifer reproduction.

➤ **Industries**

Maintains operations in furniture, upholstery, shoemaking, print, sign and garment manufacturing, laundry services, and telemarketing.

The MCE license plate factory is assigned to the Industries Program, which is supported by the state general fund. It produces approximately 450,000 large and 40,000 small plates annually. MCE is currently producing computerized graphic designs for digital or flat plate system approved by the 2001 Legislature.

➤ **Vocational Education**

Vocational Education provides inmate employment in motor vehicle maintenance, the Toyota Cutaway Project, Montana Food Bank, and the LP Lumber Processing project. MCE also offers inmate vocational education in heavy/agricultural equipment, CDL and Class D drivers' license, welding and machining, business skills and communications, technology preparation, and computer.

➤ **Accounting and Support**

Provides services for MCE in the area of state budget preparation and monitoring, financial statement preparation, customer invoicing, accounts receivable collection, program purchasing and payment processing, policy and contract development, inmate payroll, program coordination and support. This program also provides oversight for the MSP Food Factory budgeting and accounting. In addition, MCE works with Montana State Prison to administer the newly developed inmate fire crew, which works in conjunction with the Montana Department of Natural Resources and Conservation to fight wildfires across Montana.

Montana State Prison supervises and manages an approximate on site daily population of approximately 1,400 male offenders and more than 700 offenders in three contracted facilities. Montana State Prison is dedicated to the protection of the public, employees and offenders and to communicate with victims of crime while providing the opportunity for offenders to make positive changes.

Montana State Prison, the main prison for male inmates in Montana, is divided into three separate compounds and encompasses six levels of custody and security: minimum I and II and medium II inmates are assigned to the low security compound while medium I, and close security inmates are assigned to the high security compound. The sixth level, maximum custody, is located in a separate compound on the MSP campus.

Montana State Prison provides programming for about 70 percent of the eligible offenders in the form of work assignments, education, recreation, religious and heath services, and treatment programming. Opportunities exist for inmate self-improvement and development of skills to enhance success upon reentry into society.

➢ **Warden**

> This position is responsible for management of the on-going prison operation including ensuring a safe, humane and secure work environment for both staff and inmates at Montana State Prison.

➢ **Administrative Officer**
> Coordinates all programs, all levels of management and activities for the Warden's Office.

➢ **Budget Analyst**

> Oversees day-to-day financial operations of MSP including contracts, budget allocation, inmate banking and the executive planning process.

➢ **Investigations**

> The Investigation Unit assists management by investigating all suspected violations of the law or DOC policy in any of the Department's programs and facilities. Unit staff conducts investigations when there is reason to believe violations of policy and/or criminal activity have occurred, constituting a threat to the safety, security and orderly operation of the program.

➢ **Health Services Bureau**

> Health Services provides medical, dental and mental health services for the adult male system as well as oversight and resources for the women's and juvenile systems. Health services are responsible for costs containment, managed care, medical contract monitoring and health planning and policy.

➢ **Public Information/Victim Services/Interstate Compact**

This office is a contact point for the public and media. Public Information Officer assembles information, providing press releases and responds to emerging issues at the prison. Is the direct contact for victims of crime. Answers questions regarding programming, restitution and victim notification.   Directs and implements interstate prisoners exchange involving state and federal prisoners.

➢ Deputy Warden

This position oversees the day-to-day operation of Montana State Prison and associated operations listed below.

o Contract Placement

The three contract prisons were placed under the administration of Deputy Warden. The Department of Corrections operates regional prisons in partnership with Dawson County and Cascade County.   Crossroads Correctional Center, a private prison in Shelby is also under contract with Department of Corrections.   Contract monitors in each facility report to the Contract Placement Bureau Chief. Compliance and coordination of prison activity is the key to public safety and cost control.

o Security & Housing

Operation of the 10 inmate housing units at Montana State Prison is accomplished through coordination of Unit Managers, Case Managers and Security staff. Security staffing includes Associate Wardens, Security Major, Captains, Lieutenants, Sergeants and Correctional Officers. Specialized security units - Inner Perimeter Security Team, Armory, Emergency Preparedness and Specialized Response Team. Attached areas include Tool and Key Control, Mail Room, Visiting, Transportation, and Property.

o Operations and Programs

Includes Maintenance, Food factory/Food Service, Warehouse, Reception Center, Habilitation Services (Education, Religion, Recreation, Hobby) and Training.

o Policy Officer

Maintains necessary operational policies and procedure to ensure functional operations and programs are maintained to direct daily prison operations.

o Technical Correctional Services

Oversees classification of inmate populations assessing custody levels for inmates. TCS also monitors disciplinary, grievance, and inmate movement for adult male and female offenders.

MWP is a secure facility that provides female felony offenders an environment that emphasizes accountability, productivity and personal growth. Inmates are able to participate in educational programs, extensive computer training classes, work activities, and self-help and religious groups.

The Intensive Challenge Program was initiated in 2001 which allowed for a sentence reduction or earlier release from prison. It was reformatted as a therapeutic community and provides 120 days of intensive treatment and life skills training. Other living units within the prison are starting to initiate the therapeutic community model under the guidance of the correctional officers.

The majority of the women at MWP participate in the Parenting Program which is provided through a contract with Family Tree. The women learn prenatal skills, infant care, adolescent behavior and more. The parenting unit provides the children of the incarcerated women a homelike setting in which to visit as well classroom space for the classes.

The Prison Paws for Humanity Program was initiated in 2004 and provides women the opportunity to learn to train dogs for service work to assist an handicapped individuals. In 2006, the women will also learn how to train scent dogs to be utilized for search and rescue, and law enforcement in the search for illicit drugs.

➢ **Medical Services**

Contracted through Deering Clinic and provides comprehensive health and dental care to the inmates including referral to specialized services as required.

➢ **Chemical Dependency Program**

Provides treatment to assist women in achieving and maintaining a drug and alcohol free lifestyle.

➢ **Security**

Correctional Officers provide direct supervision of inmates and ensure that the security of the facility is maintained. They also provide life-skills groups to inmates and oversee the therapeutic community model.

➢ **Clinical Services**

Provides all mental health services including assessment, intervention and case planning.

➢ **Billings Assessment and Sanction Center**

Temporarily housed at MWP for women to be assessed, provided initial treatment and referred to community programs, such as pre-release centers, in lieu of incarceration.

YOUTH SERVICES DIVISION

The Youth Services Division is dedicated to public safety and trust by holding juvenile offenders accountable for their actions through custody, supervision, restitution and life skill development, which afford youth the opportunity to plan for a successful and productive life.

➢ **Pine Hills Youth Correctional Facility (PHYCF)**

Grouped into six categories: central administrative services, quality assurance, health services, care and custody (including treatment services), administrative support, and education/vocation. The facility has doubled the capacity of the Sex Offender Treatment Program and continues operating the Residential Substance Abuse Treatment Program, offers Native American Sweat Lodge ceremonies, on-site basic medical services and an accredited school.

➢ **Riverside Youth Correctional Facility (RYCF)**

Staff are organized into education, medical, and care and custody. Provides programming in keeping with best practices for female offenders. They have initiated Native American Sweat Lodge opportunities, opened a reading room focusing on women's issues and female role models, and continue to offer an accredited school program and on-site basic medical care.

➢ **Juvenile Community Corrections Bureau**

Perform eight main functions: training, financial officers, placement, Interstate Compact, juvenile parole, youth transition centers, transportation, and detention licensing. Juvenile Community Corrections has also developed specialized foster homes (guide homes) for placement of "hard to place youth," instituted a mentor program with special focus on remote communities, and started a faith-based component to aftercare community teams that also provides for medical expertise. The community teams also provide opportunity for victim's involvement, employment resources, educators and law enforcement to improve youths' chance of success.

3.2 IT Service Deficiencies

Recently as part of an independent staffing analysis business units within the Department were asked about unmet needs. The results of the customer interviews are below.

Results of Customer Interviews

We spoke with at least 1 representative from each operating division in the DOC regarding:

(a). Current IT applications and needs for support;
(b). Unmet IT needs;
(c). The relationship of the scarcity of IT support to the mission of the Department of enhancing public safety, promoting positive change in offender behavior and re-integrating offenders into the community.

Each individual interviewed had the highest praise for the work of current IT staff. Program managers described IT staff members as some of the hardest working people they have ever encountered. They unanimously indicated that they believe that there simply are too few IT staff members to meet current support needs in the programs.

Each customer was able to identify currently unmet needs due to lack of adequate staffing. They indicated that some of those needs represented public safety concerns. I have divided their input into categories in the section that follows.

Currently Supported Systems

Adult Offender Systems

Keeping track of offenders and being able to access their histories is a fundamental public safety function requiring IT support. The current Offender Management System (**ACIS**) in use by the DOC is antiquated and does not allow for expansion of new applications. In addition to being difficult to use for extraction of data to provide reports to constituents, the data collected is insufficient to meet the needs of the Department.

Originally developed as a system to track movement of offenders through the various housing units (prison cells) the ACIS system has exceeded its maximum useful life. The original design of the system was of such limited scope that it makes expansion of the system to meet the Department's growing needs economically unsound. The system is long overdue for replacement.

As a result of the limits of this system, the Department cannot provide law enforcement staff with a timely and complete background of the individuals in their custody — or in their communities. The safety implications are significant when local law enforcement officers have detained an escapee or have a violent offender in custody, without knowing it. The proposed replacement system would provide information such as alerts for possible violent behavior and medical cautions, known associates, known modus operandi (MOs) vehicle information, employment history, and all known addresses, thereby arming law enforcement officials with information that would be valuable in the swift and safe apprehension of suspects.

Likewise, when a Legislative Committee or the Board of Crime Control or any other constituent group needs to know the number of offenders in the various institutions who have issues such as chemical dependency, the Department cannot readily or accurately provide this information. The inability to provide

inclusive statistical data on inmates or offenders under supervision, as a group, hinders the Department's ability to develop and manage programs to treat or rehabilitate them. Currently part of the process of screening an inmate for placement in a community program involves copying a large paper document and mailing it to an agency for consideration. This is a tedious and time consuming process, which hinders prompt acceptance in a program. Making the acceptance process more efficient would cut costs because many offenders cannot be released into the community until they have completed their prescribed treatment and daily incarceration costs are high.

The contractors who operate **pre-release centers and treatment facilities** have very limited access to computerized offender data. They receive paper copies of materials from the Department. Recently, in Bozeman, a community screening committee met to screen 10 potential pre-release center offenders. They had about 18 inches of paper to review to accomplish their job. If the Department had an appropriate Offender Management System, reports with valid, relevant information could have been prepared to decrease the workload and likely increase the decision making capacity of the community group which was deciding which offenders would reside in their community.

The lack of an appropriate computerized system increases the risk of poor decision making and the risk of losing records. Staff time is required to copy paper records and mail the records. The cost of postage is also substantial. Appropriate computer records would decrease lag time in sharing information about offenders. Probation and parole staff does most of the data entry to the current Offender Management System (ACIS). Despite the knowledge that accurate data is important to the Department's mission, some of the individuals entering data do not perform the task with great accuracy. Many probation and parole officers are not well trained as computer users. More importantly, the data quality checks inherent in a modern software system, are absent from ACIS. Modern software provides internal checks on data accuracy or reasonableness. ACIS does not. Additionally, since ACIS does not provide probation and parole officers enough information they need to do their jobs efficiently, they lack incentive in working with the system.

About 75% of all offenders for whom the Department is responsible are in **Community Corrections** programs. Nearly 7,000 offenders are on probation or parole in Montana. About 700 offenders are in pre-release settings and 200 are in chemical dependency programs. About one-half of the inmates at the prisons were on probation at one time. Probation and parole officers each have a caseload of about 100 offenders. These employees are responsible for documenting each encounter they have with individuals under their supervision. Current technology requires them to make hand written notes in the field, and then return to their offices to enter information regarding their encounters into the tracking system. Technology which would allow officers to document their work while in the field would enhance the ability of the officers to perform their jobs.

Additional time spent monitoring offenders would enhance public safety. As community correction facilities grow in number and significance in maintaining public safety, appropriate computerized background information about offenders will also grow in importance. Law enforcement officials at all levels must have access to information about offenders to enable them to perform the job expected by the public.

At both the **men's and women's prisons**, offenders often arrive before the paper record, which describes the individual's history, medical needs, treatment needs, prior treatment, or their emergency contact information. When this happens, prison staff members lack information they need in order to provide appropriate care and supervision for the individual. A modern, electronic centralized file system could eliminate that problem. Because the current system (ACIS) lacks crucial information, when an inmate escapes, it is difficult for prison staff to quickly access pertinent information describing the offender, his or her offense(s), where the individual lived, where relatives live, who are recent visitors and other information that is important to law enforcement. ACIS also lacks information necessary to evaluate the number of sex offenders or the number with chemical dependencies needing treatment. It also lacks data required to track numbers of offenders, treatment received, and additional treatment required by offenders who may need treatment for mental illness. Instead, through double entry of data, an internally maintained, separate database at the prison is used to provide as much of this data as is possible.

Paper records are kept of visitors, warnings or disciplinary action for behavioral offenses, medical treatment and medical needs. A new system for tracking visitors was recently activated, but is still in test phase at the men's prison. The system is not yet available for use at the Department's other secure facilities. Prisoner counts at the women's prison are manually maintained. Security would be improved if there were electronic records for these matters.

In October of 2004 the Department was made responsible for the **collection and distribution of restitution** mandated by the courts to victims of crimes. At that time, the IT bureau dedicated 1 full-time staff member to developing a data system capable of tracking all of the information necessary to accomplish that complex task. This allocation of staff was not accounted for in the legislation and took the programmer away from other important duties. When the programmer completed the required system, he was assigned to yet another unexpected programming effort the Department was made responsible for the collection and distribution of supervision fees last year. The accounting for fulfillment of restitution and supervision fee requirements is not currently associated with the offender's history in the Department's ACIS system.

Youth Services Division Systems

The Department's IT Bureau developed an information system called the Montana Juvenile Information System, or MJIS. The system was made operational a year ago and, while helpful for tracking demographic information on youthful offenders, it does not meet all of the needs of the Youth Services Division. The Department was only able to devote 1 IT Programmer to this automation effort. The task would progress more efficiently with more staff members dedicated to the project.

Tracking juvenile offenders, identifying their characteristics, knowing their offenses, and recording their needs in a database, is imperative to providing the youthful offenders appropriate placement and appropriate treatment. If a youth in the system needs help with anger management, chemical dependency, or other matters, the youth and our communities will be well served if that assistance is appropriately identified and provided. Currently, data requests regarding juvenile offenders go unanswered or Department staff frequently spend hours going through paper documents trying to accurately collect data requested of them by constituents. Both Pine Hills and Riverside operate accredited schools. As in virtually all schools today, these institutions have **computer labs.** Students, who need to acquire computer skills to prepare them for future employment or even future schooling, participate in classes in the computer labs. One IT person located in Billings travels to service constituents in the eastern part of the state, including the institution at Pine Hills. In the Youth Services Division, one of the best descriptions of the connection of IT to the Department's mission involves the training database. Approximately 200 staff members' training records are required to be maintained to ensure that appropriate training is provided to probation, parole and other workers dealing with youthful offenders. The database "went down" weeks ago, and resources are unavailable to fix the problem in a timely manner. Evidence of appropriate staff training is needed to remain accredited.

Accreditation is purposeful since accreditation standards define attributes of a program that is properly equipped to deal with youthful offenders. Required training includes matters related to schooling, safe and adequate housing, appropriate water temperature in housing facilities, proper lighting for youth, security to maintain youthful offenders' safety and staff safety and other fundamental matters in the proper care of youth. In trying to ensure that the needs of youthful offenders are served, having the training records for staff unavailable is problematic in fulfilling the Department's mission. Attempting to maintain records for 200 people manually, when there are different standards for different staff, is unrealistic. Reviewing and retrieving data from paper records to ensure training is up-to-date requires an investment of time that can be better used performing other youth related functions.

Prison Industries Systems

The **Prison Industries** programs have some of the most diverse IT needs within the Department. The industries programs at the Montana State Prison (MSP) involve more than 400 inmate workers, many who use computers in their work. (Prisoner administered inmate networks exist but they have no connection to other state systems and no Internet access. Additionally, the networks do not support email or other inmate communication functions.)

In addition to small networks, IT has created a Campus Area Inmate Network called CAIN at MSP. The industries program financed a significant part of the purchase price of the software and hardware to support CAIN, but most of the industries programs have yet to be connected to the system. There aren't sufficient IT resources to allow industries programs to enjoy the functionality of the CAIN system. If industries programs were on CAIN, managers would have the assurance of greater Department IT staff oversight of the software supporting business functions. Industries programs instead rely on small, inmate run PC networks to provide business functions. One of the business areas requiring IT support is the **furniture and upholstery** operation. A sale is made (or an order is received) and data is input into the computer; a work order is produced; production is scheduled; the product is tracked until it is finished, delivered and billed. While state employees review inmate work, having additional IT oversight would provide better assurance that public needs are being well served. Six inmate clerks track **farm and ranch operations** with a database on a stand-alone computer. **Laundry** operations are similarly tracked. The MSP industries programs produce cattle, meat, dairy and crops for use at institutions primarily in the Deer Lodge Valley and otherwise nearby. Additionally, the prison processes lumber. MSP provides laundry services for nearby institutions. Inmates also operate the Montana Food Bank Cannery.

Prison industries run a **warehouse** that has significant IT needs and is on the Department's CAIN network. The warehouse tracks furniture components and finished goods; bulk foods and an inventory of food and food serving items to support the Food Factory; and many other items of inventory for the "small city" at the prison. The **Food Factory** is on the CAIN network and serves the prison and other state and county agencies. It uses a cook-chill method of food preparation to prepare bulk foods or individual trays in meals that can be made a week in advance. Inmates support the database that allows a recipe to be input, warehouse inventory checked for ingredients; and an order produced for needed food items. The industries program also supports a **motor vehicle maintenance shop**. Inmates maintain and repair vehicles for the DOC, the Department of Natural Resources and Conservation and sometimes for counties. Inmates built the database and operate the stand-alone network that accounts for this business enterprise.
IT support for the **Motor Vehicle License** manufacturing plant is provided primarily by the equipment vendor for the license production equipment. All of the prison industries programs require considerable accounting to run on a self sustaining basis. Each program is charged with being self-sufficient. With the IT resources currently available, timeliness of customer support is not ideal. Additionally, oversight of inmate networks could be stronger. While inmate communication systems are not supported or allowed in the computer systems, management always wonders if it is there and just not detected. If IT resources were available to include industries functions on the CAIN system, greater control would be possible over inmate operated functions and inmate access.

SECTION 4: AGENCY BUSINESS PLAN

At this time the Department of Corrections does not have a documented business plan available. When such a plan is available for distribution this Information Technology Strategic plan will be updated.

4.1 Primary Business Goals & Objectives

The Montana Department of Corrections is in the process of updating business goals and objectives and this plan will be modified to reflect these updates as they are made available. The Governor recently

presented the Department with his goals for the Department, which are yet to be incorporated into official Department goals and objectives.

Gov. Brian Schweitzer's Four Goals for Corrections:

1) Rehabilitation not Incarceration
2) Public not Private for Profit
3) In State not Out of State
4) Diversion and Prevention

The guideline for all of these goals:

"Public Safety First"

DOC BUSINESS GOAL 1

Goal Description: To improve the safety of the Montana public and the security of our communities and homes.

Business Objective 1: Manage a diverse correctional population through the strategic use of department and contract resources.

Business Objective 2: Provide leadership to departmental facilities and divisions.

Business Objective 3: Provide management support to departmental facilities and divisions.

Business Objective 4: Maintain policy and procedure for emergency drills in all department facilities.

Business Objective 5: Maintain a department wide Emergency Preparedness system.

Business Objective 6: Manage the Department of Corrections Policy Manual and coordinate program/facility operational policy interface.

Business Objective 7: Maintain the system of ongoing policy review, with focus on implementation, assistance, training and quality improvement.

Business Objective 8: Improve the effectiveness of the Criminal Investigation Bureau.

Business Objective 9: Identify and investigate criminal activity through urinalysis testing, inmate telephone monitoring and aggregating investigative intelligence including preparing reports for administrative and prosecutorial review.

Business Objective 10: Provide training to staff, which emphasizes the Department's mission, vision, values, policies, procedures and sound correctional practices

Business Objective 11: Provide training to staff which emphasizes a safe, civil, productive, and harassment free work place.

Business Objective 12: Require the implementation of a system-wide medical/mental health/dental quality improvement program that identifies problems through quality improvement reviews and ensures problems are resolved in a timely fashion.

Business Objective 13: Help develop and implement technological solutions for Department and other criminal justice agency legal problems like sentence calculation and judgments.

Business Objective 14: Develop materials and provide training for Correction/Detention Officer Basic Training, Juvenile Basic Training, Probation and Parole Officer Basic Training, and facility training in Legal Issues.

Business Objective 15: Manage the Department's policy function by doing legal research, review, and drafting. Emphasize recognized best practices; Develop   DOC policy umbrella with facility and division-specific policies/procedures in conformity with DOC policy.

Business Objective 16: Defend Department, staff, and entities in state and federal courts and administrative agencies. Handle complete litigation including investigation, briefing, and trial including jury trials, hearings, arguments and appeals.

Business Objective 17: Enhance community supervision through appropriate staffing levels.

Business Objective 18: Maintain contracts with providers that have proven to be effective and safe.

Business Objective 19: Maintain consistent policies for managing and classifying offenders and ensure compliance with those standards.

Business Objective 20: The Grievance Officer will inform, on a monthly basis, the Director, MSP and MWP Wardens of potential problem areas within the institutions, based on the information received through inmate use of the grievance process.

Business Objective 21: Conduct annual staffing analysis of all security posts to ensure a proper relief factor is calculated for all seven and five day posts.

Business Objective 22: Ensure that each offender serves the required amount of time for parole eligibility or discharge and upon release/discharge, ensure proper/timely notification to the Department of Justice and local law enforcement officials to ensure proper registration and tracking of offenders leaving the system.

Business Objective 23: Maintain an on-going master key coding system, periodically assigning new keys and re-pinning all cylinders. Provide technical assistance to other divisions within the Department, as well as other county governmental entities as time and resources permit.

Business Objective 24: Promote public safety and institutional order by appropriately differentiating inmates based on their security, custody, placement and program needs.

Business Objective 25: Accurately maintain the central recording system adult inmate placement and movement of inmates within the prison system.

Business Objective 26: Establish and maintain relationships in the law enforcement community and serve as the Department's liaison with law enforcement agencies.

Business Objective 27: Provide a means of maintaining discipline and enforcing necessary rules with the facilities

Business Objective 28: Effectively manage the inmate health care system statewide by providing offenders constitutionally mandated and medically necessary health care in the most cost-effective manner while maintaining quality of care.

Business Objective 29: Provide both therapeutic and preventative approaches to the management of chronic and infectious diseases in compliance with National Commission on Correctional Healthcare Standards.

Business Objective 30: Implement a system-wide medical/mental health/dental quality improvement program that identifies problems through quality improvement reviews and ensures problems are resolved in a timely fashion.

Business Objective 31: Improve the contract administration and monitoring process for health services to enhance accountability, medical outcomes and contract performance.

Business Objective 32: Develop a comprehensive and cost effective health services plan, which includes medical, mental health and dental services on a statewide basis to guide the Department compliance with applicable legal standards throughout the adult and juvenile corrections systems.

Business Objective 33: Assign, implement and track training provided to civilian employees working for MSP in accordance with Department policy.

Business Objective 34: Develop, implement and maintain a computerized tracking system which records and monitors incidents at the MSP facility that dictate needed changes in security aspects of the MSP operation.

Business Objective 35: Improve MSP facility communications and operations through development of an ongoing communications committee and active staff participation.

Business Objective 36: Maintain volunteer activity at MWP community involvement and understanding of correctional practice.

Business Objective 37: Keep a tracking system which records and monitors incidents that dictate needed changes in the security aspects of the MCE operations.

Business Objective 37: Ensure Correctional Enterprises staff and management lead by example and demonstrate good work ethics, values, honesty and integrity.

Business Objective 38: Reduce recidivism for new felony offenses.

Business Objective 39: Reduce escapes from secure facilities.

Business Objective 40: Conduct annual licensing studies for all juvenile detention facilities using a standardized licensing instrument.

DOC BUSINESS GOAL 2

Goal Description: **To promote public trust through openness, responsiveness and program evaluation.**

Business Objective 1:   Provide the public access to Department business.

Business Objective 2: Establish working relations with the eight tribal councils in Montana and federal affiliations.

Business Objective 3: Develop and improve department staff awareness of Native American culture and its relation to correctional practices.

Business Objective 4: Review and update the Department lesson plans as changes occur in human resource arenas, statute, correctional practices, ACA standards or related fields.

Business Objective 5: Provide strategic planning, systems mapping and gap analysis sessions for the facilities, programs and divisions.

Business Objective 6:   Utilize Administrative Rules when siting or expanding Residential facilities.

Business Objective 7:   Better utilize the Department's Newsletter to share information.

Business Objective 8: Include the Department's Public Information Officer in at least one Division Management Meeting annually in order to address the Division's public relation needs.

Business Objective 9:   Automate the entire Division in an effort to better evaluate programs.

Business Objective 10: Require that all programs under contract with Division have an effective means of measuring performance.

Business Objective 11: Ensure that the Warden, Deputy Warden, Associate Wardens and Security Major spend at least five hours a week out in the housing units and work areas in the facility.

Business Objective 12: Conduct monthly Labor Management Meetings to maintain a positive work environment and effective communications between labor and management.

Business Objective 13: Emphasis will be placed on holding all staff accountable for execution of daily duties, responsibilities and attainment of the mission.

Business Objective 14: On request the Warden and/or his designee, along with the Prison Public Information Officer, will speak to state, county, and/or local communities, clubs or organizations about operations at Montana State Prison.

Business Objective 15: Improve public and external communications. The Montana State Prison Public Information Officer in conjunction with the Department of Corrections Public Information Officer will work together with local media promoting and informing them of events within the Montana State Prison's Division. Periodically, Montana media will be invited to Montana State Prison for tours and updates of photos and information.

Business Objective 16: Work with the University system to conduct a study of program effectiveness at Montana State Prison.

Business Objective 17: Conduct annual review of program effectiveness indicators to determine if programs require change to meet the needs of the inmate population.

Business Objective 18: Produce an annual report on results of program effectiveness indicators review and corresponding action plans.

Business Objective 19: Develop and implement a policy regarding facility capacities for inmate populations for MSP and contacted facilities

Business Objective 20: Measure outcomes for secure facility CD Treatment program.

Business Objective 21: Measure outcomes for secure facility Sex Offender Treatment program.

Business Objective 22: Maintain ACA Accreditation at Pine Hills Youth Correctional Facility.

Business Objective 23: Maintain ACA Accreditation for Juvenile Parole.

Business Objective 24: Attain ACA Accreditation for Riverside Youth Correctional Facility.

Business Objective 25: Implement a nationally validated assessment tool.

Business Objective 26: Implement an automated case management and data collection system in conjunction with the Administrative Services Division.

Business Objective 27: Develop and implement offender tracking system to determine outcomes of MCE programming and effects on recidivism.

Business Objective 28: Inform the public of the purposes and benefits of correctional enterprises.

DOC BUSINESS GOAL 3

Goal Description: **To provide accurate, timely information and support that contributes to the restoration of victims of crime.**

Business Objective 1: Increase awareness of the needs of crime victims and respond to their concerns.

Business Objective 2: Ensure that applicable department training emphasizes victim sensitivity, relative victim's issues and staff victimization.

Business Objective 3: Provide appropriate training to all department employees on the Victim Notification System (VINE).

Business Objective 4: Support Department initiatives to continually improve data quality, validity and integrity by researching, developing and implementing data collection and data quality tools and methodologies.

Business Objective 5: Implement and maintain Information Technology Guidance Council, as a replacement to the Automation Projects Oversight Committee, to give IT direction to the Department. The Council would determine priorities, accountability, find funding if needed, and overall guidance to the Departments technology direction.

Business Objective 6: Investigate funding opportunities to customize and implement an offender tracking system which includes offender management for Institutions, Community Corrections, Pre-release centers, Board of Pardons and Parole.

Business Objective 7: Continue to collect court ordered restitution and disperse to crime victims and courts as appropriate.

Business Objective 8: As a charter member we will work with the National Consortium of Offender Management to develop, maintain, and enhance a comprehensive electronic database for managing all aspects of offender incarceration, supervision, and rehabilitation among the participating members. We will also aide the consortium in maintaining a standardized core module set for its members and assuring multi-jurisdiction compatibility to facilitate the sharing of enhancements, data integration, data sharing, and mutual support.

Business Objective 9: Support the DOC systems user base via the ITB help desk in a timely manner based upon priorities, volume and available resources.

Business Objective 10: Replace existing legacy data collection systems to ensure the continued quality, security and integrity of vital Department Of Corrections Offender data as resources are available.

Business Objective 11: Ensure the continued provision of accurate and timely statistical information requests from internal, state, federal and non-profit agencies by continually improving internal processes and developing/ maintaining high quality reporting tools.

Business Objective 12: Continue to support and improve the Department's web based Correctional Offender Network (CON) website to report statistical and offender level information to the public.

Business Objective 13: Develop and provide statistical data analysis tools that will enhance the accuracy of Department of Corrections population projections and provide the ability for analysts to effectively evaluate offender programs.

Business Objective 14: Continue the development of an information system supporting the needs of Youth Services Division

Business Objective 15: Support the automated victim notification system (VINE) for movement of felony prisoners in secure facilities of the State.

Business Objective 16: Enhance the VINE system as requested by the Victims Advisory Council deemed appropriate by the Department.

Business Objective 17: Continue to support the Department of Corrections connection to the Department of Justice. Responding to electronic information queries from DOJ via JAQs within 2 minutes.

Business Objective 18: Continue to participate in the Criminal Justice Information Sharing Project in an effort to effectively and efficiently share justice information.

Business Objective 19: Provide adequate staffing levels to respond to victim impact statements in the Pre-sentence investigation process.

Business Objective 20: Ensure P&P Bureau staff is specially trained to address the needs and issues of victims.

Business Objective 21: Maintain access to the Criminal Justice Information Network (CJIN) in each region.

Business Objective 22: Provide adequate staff in Residential Programs, thus allowing for Community Service Projects.

Business Objective 23: Increase the collection of restitution payments by offenders by 20% by establishing employment services to offenders.

Business Objective 24: Provide updates for staff on victim issues at staff meetings at least quarterly.

Business Objective 25: Coordinate with the Department of Corrections Public/Victims Information Officer for yearly training and support for all DOC Victims Information Officers.

Business Objective 26: Contacts victims and provides feedback to screening committee regarding inmates being considered for placement on the fire crew.

Business Objective 27: Consider local issues and victims' needs prior to making contract prison placements.

Business Objective 28: Assure that all written and verbal communication, especially to media and public, is sensitive to crime victims.

Business Objective 29: Maintain access to the Criminal Justice Information Network at Pine Hills Youth Correctional Facility for use by the Juvenile Division's employees to perform criminal background checks for prospective employees and to issue warrants for youth under Department of Corrections' supervision as necessary.

Business Objective 30: Develop new Private Sector/Prison Industry partnerships to expand out of state markets and increase payments by offenders to the Montana crime victims' compensation and assistance account.

Business Objective 31: Continue to work within our Department and with the Department of Justice, Crime Victims Compensation Unit and the Department of Public Health and Human Services, Child Support Enforcement Division on child support and restitution deductions from inmate payroll.

DOC BUSINESS GOAL 4

Goal Description: **To reduce the risk that offenders will re-offend.**

Business Objective 1: Provide offenders with appropriate supervision, programming and work opportunities that encourage positive change.

Business Objective 2: Ensure risk reduction by requiring all staff work to influence sustainable offender change, focus on safety, security and personal accountability.

Business Objective 3: Ensure risk reduction by requiring all offender programs to utilize Cognitive Principles and Restructuring as their foundation and where ever possible to provide vocational and educational opportunities for offenders.

Business Objective 4: Establish a detention option as an intermediate sanction for offenders who violate conditions of probation, parole, and prerelease or conditionally released.

Business Objective 5: Montana State Prison Chemical Dependency Program will recruit competent/qualified personnel to provide treatment and counseling to chemically dependent offenders.

Business Objective 6: Hire competent/qualified personnel to provide treatment and counseling to criminal sex offenders and develop and establish policies, statistics, levels of risk and tracking measures to determine effectiveness of the Montana State Prison program.

Business Objective 7: Strive to attain an 80% treatment plan completion ratio for all offenders that enter the CD/ITU.

Business Objective 8:   Strive to attain a 90% completion ratio for all inmates that enter the SOP/ITU.

Business Objective 9: Conduct regular quality assurance review of MRT and CP&R programs to ensure quality of programs is maintained.

Business Objective 10: Continue to work on reducing waiting lists of inmates enrolled for Treatment programs.

Business Objective 11: Conduct quarterly management meetings of the Prison Issues Task Force to address issues, concerns, coordinate activities and consider future needs.

Business Objective 12: Ensure the collection of day-to-day data reflecting contract compliance among and between the regional and private prisons.

Business Objective 13: Develop opportunities for offenders to be involved in community service projects.

Business Objective 14: Continue to expand Industries Programs that employ at minimum 30 inmates.

Business Objective 15: Continue and enhance offender programs that emphasize total health, abstinence, positive interpersonal skills, accountability and corrective thinking.

Business Objective 16: Increase academic achievement of youth by one grade level or more within six months while in a secure facility. Conduct pre and post tests for academic level measuring change in academic scores.

Business Objective 17: Maintain community placement options for serious, violent and chronic juvenile offenders including specialized foster home placements.

Business Objective 18: Implement a faith-based component for community programs.

Business Objective 19: Implement a mentoring program for youth placed in remote communities.

Business Objective 20: Maintain or increase the number of offenders involved with the Ranch and Industries programs.

Business Objective 21: Maintain Vocational Education programs for offenders at the Deer Lodge prison facility with reduced general funding components.

Business Objective 22: Provide vocational education that will allow the offender to gain employment within the prison, and the public sector upon parole or discharge.

Business Objective 23: Review other state's work programming for inmates and effects on recidivism.

DOC BUSINESS GOAL 5

Goal Description: **To operate correctional programs that emphasize offender accountability.**

Business Objective 1: Provide offenders discipline, classification, restitution and work.

Business Objective 2: Gain adequate funding to allow for continued community programming.

Business Objective 3: Expand Intensive Supervision Programs.

Business Objective 4: Maintain the utilization of urinalysis monitoring as outlined by federal guidelines.

Business Objective 5: Ensure that Associate Wardens conduct weekly reviews of severe and major category disciplinary reports to ensure rules and regulations are being properly and uniformly enforced.

Business Objective 6: The Warden, Deputy Warden and Associate Wardens will meet daily, Monday through Friday, to review use of force and incident reports, ensure appropriate follow-up of critical incidents, and maintain an administrative log to document all critical incidents and to ensure uniformity of enforcement. In addition, the Warden's Management Team will meet weekly.

Business Objective 7: Decrease offender idle time through work and program assignments.

Business Objective 8: Operate the new Diagnostic Intake Unit in a safe, secure and orderly manner to ensure the appropriate classification and placement of offenders.

Business Objective 9: Explore with MCE potential industries programs for the contracted facilities to reduce inmate idleness and help prepare offenders for reentry into society.

Business Objective 10: Strive to achieve ACA standards where possible in all secure care facilities to promote equity, continuity and parity for staff and offenders. This also works toward a systemic approach, which will serve as a deterrent to future litigation.

Business Objective 11: Develop, implement and hold staff and inmates accountable for MSP/MCE guiding principles for operations.

Business Objective 12: Adhere to offender disciplinary policy and classification system.

Business Objective 13: Emphasize accountability for thoughts, words and actions in all functions within the facility.

Business Objective 14: Offenders will be held accountable to demonstrate appropriate interaction skills with offenders and staff members as documented in semi-annual classification reviews.

Business Objective 15: Offenders will be provided training in the areas of interpersonal communication skills, crisis/anger management, and the alleviation of criminal thinking errors in accordance with MWP programming policy and objectives.

Business Objective 16: Increase the number of community service hours worked, the amount of hours worked and amount paid to victims.

Business Objective 17: Complete accurate position descriptions for offenders working in MCE programs.

Business Objective 18: Complete accurate and timely monthly evaluations for all MCE offenders that are consistent with offender position descriptions.

Business Objective 19: Provide efficient shops, similar to those found in the private sector, and provide training based on quality, safety, productivity and personal responsibility.

DOC BUSINESS GOAL 6

Goal Description: To provide work and program environments based on professionalism, personal responsibility, and respect.

Business Objective 1: Operate the Department in an effective, safe and fiscally responsible manner.

Business Objective 2: Manage an academy model-training program, with consistent quality pre-service and in-service training for each staff member.

Business Objective 3: In conjunction with Peace Officers Standards and Training (POST), maintain an accurate Department-wide method of documenting staff training and facilitating the POST certification of Correctional and Probation and Parole Officers.

Business Objective 4: Monitor the implementation and application of the Department-wide Field Training Officer Program (FTO).

Business Objective 5: Develop standards based compliance audit tools for each program within the department.

Business Objective 6: Conduct compliance assessments on all facilities and programs within the department.

Business Objective 7: Develop a method for identifying, measuring and implementing quality improvement initiatives.

Business Objective 8: Implement and enforce a department safety program with emphasis on education & training, safety discussions at all department staff meetings and measured accountability for safety performance.

Business Objective 9: Continue to work with HR to improve our Early Return to Work program.

Business Objective 10: Require lesson plans and when applicable participant materials are utilized when conducting training classes.

Business Objective 11: Effectively manage the statewide Training Records System by requiring roster, lesson plans and participant materials are submitted to the Correctional Practices Bureau, upon completion of all course.

Business Objective 12: Strive to obtain an unqualified fiscal audit opinion for the department in the Legislative Audit performed every two years.

Business Objective 13: Provide an accurate and timely budget status report to the director, each division administrator/warden/superintendent, and program manager.

Business Objective 14: Work with program managers on understanding and utilizing monthly budget status and SABHRS (Statewide Accounting, Budgeting and Human Resources System) reports.

Business Objective 15: Payment of 95% of all correctly submitted invoices for payment within 10 working days of receipt in the Helena Fiscal Bureau. In no event shall payments exceed the statutory timeline.

Business Objective 16: Complete Implementation of SABHRS current upgrades (Statewide Accounting, Budgeting and Human Resource System) throughout the agency.

Business Objective 17: Continue to support the Montana Procurement Card throughout the agency.

Business Objective 18: Ensure that appropriate department staff is advised of changes to state code, administrative rules and federal regulations, and congressional action affecting availability of federal grants.

Business Objective 19: Disseminate timely updates to the Department's Purchasing Manual and distribute to the appropriate staff at the facilities.

Business Objective 20: Provide leadership in all processes involving federal grants including sub recipient monitoring.

Business Objective 21: Implement broadband pay tools and procedures agency wide.

Business Objective 22: Design tools to measure HR functions and results. Begin charting progress with respect to these measurable and design pay for performance piece to reward staff contributions to demonstrated results. Use this work as a pattern to assist other work units to design such pay components.

Business Objective 23: Expand efforts to get customer feedback and schedule such assessments on a recurring basis to provide perspective on improvement efforts.

Business Objective 24: Provide a concerted training effort to get all work units focused on the comprehensive use of competencies to manage their Human Resources. Arrange training and promote the use of People Soft (HR) modules by all management to manage competencies in the workforce.

Business Objective 25: Provide new kinds of HR support in the areas of problem solving and organizational analysis.

Business Objective 26: Provide measurement and analysis services in areas of HR interest for purposes of planning.

Business Objective 27: Participate and represent the Department in the Corrections Technology Association to promote best practices and continue to assist in the joint development and implementation of correctional standards for information systems among the member states.

Business Objective 28: Review and update the Department technology plans as changes in business plans are communicated by the management team.

Business Objective 29: Provide an appropriate and adequate level of training to staff as technology advances, and facilitate enhanced efficiency with current systems.

Business Objective 30: Assist the Department with the development of a Business Continuity Plan upon completion and full implementation of the Departments Technology Disaster Recovery plan.

Business Objective 31: Perform medical, dental and pharmacy reviews of claims and reports to ensure the proper level of care is being provided to offenders and offender care is in line with the allocation of expenditures.

Business Objective 32: Improve the rate of collection of Supervision Fees.

Business Objective 33: Expand Community Corrections Programs that are cost effective and that serve as a viable alternative to incarceration.

Business Objective 34: Enhance professionalism, staff salaries, staff retention & recruitment by utilization of the Competency Based Management Program.

Business Objective 35: Maintain over-site of the felony DUI program to measure the program's effectiveness.

Business Objective 36: Continually develop and monitor preventative maintenance programs to ensure a controlled, safe environment for staff and inmates.

Business Objective 37: Promote public safety and institutional order by appropriately differentiating inmates based on their security, custody and program needs.

Business Objective 38: Conduct security audit of all adult secure care facilities every two years.

Business Objective 39: Manage male prisons division's capacity to ensure effective, safe and efficient operations through the use of established screening criteria.

Business Objective 40: Provide technical assistance and consultation, including classification, policy, discipline and grievance assistance to all contracted facilities on an ongoing basis.

Business Objective 41: Continue regular employee performance evaluations that include assessment of professional behavior, interpersonal skills, and ethics. (Title 2, Chapter 2, Part 1; 53-1-203, MCA; Standards of Conduct for State Employees.

Business Objective 42: Provide Department Policy DOC 1.3.1, Guidelines for Employee Performance, to all MWP staff upon hire.

Business Objective 43: Provide training during fiscal years 2004 and 2005 to all personnel regarding professional behaviors and specific performance expectations through formal training and informal sessions/meetings.

Business Objective 44: Maintain a clean, safe environment for staff and offenders at MWP emphasizing preventative maintenance and adhering to fire and safety procedures in accordance with local and State licensing authorities.

Business Objective 45: Continue participation in Labor-Management Committees.

Business Objective 46: Continue to conduct regular performance appraisals.

Business Objective 47: Youth Services Division employees will provide training on Interstate Compact Procedures for Juvenile Probation Officers, Juvenile Parole Officers, Correctional Facilities' Case Managers and pertinent staff at the Supreme Court Administrator's Office.

Business Objective 48: Administer self-supporting programs designed to meet customer needs and to save tax dollars.

Business Objective 49: Guarantee customer satisfaction with responsible customer service and on-time delivery.

Business Objective 50: Ensure all MCE operations are complying with the MCE Division's mission.

Business Objective 51: Support the Department of Corrections computer users and systems by providing structured training, tutoring, software user's manuals, and computer-based training relative to strategic systems, state standard software, and specialized departmental software.

4.2 Business Continuity Plan

Name of the Agency's Disaster Recovery Coordinator: Bill Fleiner

The Department does not currently have a documented Business Continuity Plan in place.

For Information Technology, there is no dedicated position and the IT management team coordinates Disaster Recovery among available staff. While this is not the most efficient way to handle this task it is the only option available to us if we want to have a DR plan.   We currently contract with Sunguard Availability Services for our offsite recovery center.   We have participated with ITSD on drills at this site and have had successful restores.

We have requested an FTE in our EPP request to cover both Security and Disaster Recovery.

4.3 Security Program

The Department does not have a dedicated security officer. Security of systems is quite important to the Department and each IT unit manager is tasked with following all state security protocols. The IT Chief fills in as the Department IT security manager in all interactions with ITSD and other state agencies.

We have requested an FTE in our EPP request to cover both Security and Disaster Recovery.

SECTION 5: RELATIONSHIPS

5.1 Critical Business Relationships

Agency	Relationship
1. MT Dept of Administration	They provide data infrastructure, SABHRS, telephone services, and Video Conferencing services to DOC
2. MT Dept of Justice	Information sharing, CJIN interface, CJIS, IJIS
3. Apris	They provide victim notification (VINE)
4. Dept Health and Human Services	We enter Juvenile info into their CAPS system for Payment of placements and services and also provide data relating state hospital inmates, mental health care, and child enforcement safety.
5. Montana Interactive, Inc	MII provisions our CON website and also provides an interface for restitution and supervision fee payments.
6. Advanced Technology Group	They provide our Inmate Canteen and Trust Accounting (Banking) system
7.Blue Cross Blue Shield of Montana	They are our 3rd party administrator for payment of medical claims for incarcerated offenders
8. Department of Labor and Industry	Employment checks for parents of juvenile offenders

What current inter-agency relationships do you anticipate becoming significantly stronger or weaker?

> The DOC hopes to strengthen our relationships with Courts, DOJ, DOA, and DPHHS in our ongoing efforts to share Criminal Justice information.

Why will the relationship change?

> We continue to collaborate and depend on each other more and more as time goes on.

What future inter-agency relationships will develop?

> As we explore electronic records management we expect that a relationship with the Secretary of State will increase.

5.2 Data Exchange Relationships

	Entity	Application/Description
1.	Internal Revenue Service	Annual report to Crime Unit
2.	Social Security Administration	DOC transmits Social Security information monthly
3.	Apriss	Twice daily transmittal of offender movement information
4.	MT DOJ	The Justice/ACIS Query System (JAQS) receives queries and transmit search results to the CJIN switch.
5.	Montana Interactive, Inc	Weekly transmittal of offender photos, demographic and movement information for publication on MII managed CON web site
6.	MT DOJ	Will be involved with data exchange via the IJIS Broker
7.	Interstate Commission for Adult Offender Supervision (ICAOS)	Sharing information with all State department's of correction on offenders involved with Interstate Compact transfers and requests
8.	Federal Aviation Administration	Annual upload of drug offender information for FAA comparison to licensing database
9.	US DOJ BJS Bureau of Statistics	Annual upload of crime statistics Quarterly report on deaths of adult and juvenile offenders Offender population statistics 3 X year Annual Probation and Parole reports
10.	Bureau of the Census	Pent annual (every 5 years) prisoner census data
11.	MT Secretary of State	Offender information to compare with voter registration data
12.	MT Courts	Imaged Legal documents (Judgments, etc.)
13.	Diamond Pharmacy	Medically managed offender data for drug costs per offender research
14.	Juvenile Justice JIEM Integration promect	Contractor Northrop Grumman is identifying data exchange points with Youth Services Correction, Montana Board of Crime Control, and Juvenile Probation administered by Courts Administration. Contractor will be entering these exchange points into the JIEM tool to be used and updated as needed. Will also aid in identifying which exchanges can and should be automated for a "to be".
15.	DOA/SABHRS	They provide check printing services for the disbursement of restitution to victims.
16.	Department of Health and Human Services	Child enforcement and Safety Bureau
17.	Department of Labor	Quarterly unemployment reports including last admit dates and projected discharge dates.

5.3 Critical Business Functions

1. Provide for Public Safety in <u>all</u> of our programs and facilities	6. Manage our human resources

2. Supervision and care of offenders	7. Manage State resources; buildings, property, etc
3. Provide timely and accurate information to law enforcement, courts, government agencies, victims of crime and the public	8.
4. Provide offenders with appropriate programming and work opportunities that encourage positive change	9.
5. Manage expenditures of State and Federal funds	10.

What intra-agency relationships do you anticipate becoming significantly stronger or weaker? Why?

The IT Bureau expects to strengthen our working relationships with every functional area within the Department. We are making every effort to strategically align IT with the Department. However, these efforts are severely hindered by our chronic understaffing.

5.4 Internal Agency Data Exchange Relationship

	First Functional Area	**Second Functional Area**	**Application**
1.	Count office	Warehouse	ACIS / ATG Commissary Banking

5.5 External Agency Collaboration/Sharing

1.	Project Name:	Montana Criminal Justice Information Services Project
2.	Type of Sharing:	Criminal Justice information
3.	Benefits:	protects the privacy rights of citizens maintains the security of the information allows for cost-effective sharing of information among law enforcement agencies, courts and other governmental entities and the public as provided by law avoids unnecessary duplication
4.	Others Involved:	Department of Administration Information Technology Services Division, Department of Corrections, Department of Justice, Supreme Court Administrator, Board of Crime Control, Department of Public Health and Human Services, and various local criminal justice agencies.
5.	What is the purpose of the Project:	The Montana Criminal Justice Information Services Project (MCJISP) is a multi-jurisdictional effort aimed at improving the electronic flow of information between criminal justice agencies in Montana.

1.	Project Name:	National Consortium of Offender Management Systems
2.	Type of Sharing:	Application development standards and joint development of an Offender Management Information System
3.	Benefits:	a.　Assures multi-jurisdiction compatibility so consortium members can share enhancements, data integration, data sharing and mutual support. b.　Maximize cost savings and reduce developmental and administrative costs. c.　Promotes system standardization of specification and requirements. d.　Improve the benefits received by the Offender Management system users by providing for the mutual exchange of information. e.　Jointly seek and acquire financing sources for development maintenance, and enhancements of the Offender Management modules. f.　Provide a vehicle for joint procurement processes in cooperation with and through respective procurement

		officers, as mandated by law and, if applicable, in accordance with the Western States Contract Alliance Agreement of Understanding (WSCA Agreement).
4.	Others Involved:	Idaho Department of Corrections, Utah Department of Corrections, South Carolina Department of Corrections, Colorado Department of Corrections, New Mexico Department of Corrections, Oregon Department of Corrections, and Indiana Department of Corrections.
5.	What is the purpose of the Project:	The National Consortium of Offender Management System is a coalition organized for the purpose of developing, maintaining, and enhancing a comprehensive electronic database that tracks all aspects of offender incarceration, supervision, and rehabilitation among the participating members.

SECTION 6: AGENCY IT PLAN

6.1 Goals/Requirements

IT GOAL NUMBER 1:

ITG 1

Description: Development of Offender Management Information System

Benefits: Develop a plan and replacing the severely outdated and obsolete Legacy Database management systems that are currently in use will allow the Department to collect and report on more critical data than we are currently able to.

Supports/Implements Agency Goal or Requirement: This supports DOC Business Goals 1, 2, 3, 4, and 5.

Implements State IT Goals/Initiatives By: Developing IT resources in an organized, deliberative, and cost-effective manner.

Timeframe for completion: Unknown at this time, various factors waiting on the Information Technology Guidance Council.

Supporting Objective

ITO 1-1   Develop Project Plan

Supports Business Requirement: DOC Business Goal 3

Supports/Implements State IT Goal: 2

Objective: Develop a project plan for implementation based upon available resources and directions from the Department Management team.

Benefits: Department of Corrections, Department of Administration, Taxpayers of Montana.

Measures: Completed project plan

Timeframe for completion: No timeframe for this project has been developed at this time.

Supporting Objective

ITO 1-2   Implement project plan

Supports Business Requirement: DOC Business Goal 1, 2, 3, 4, 5, 6

Supports/Implements State IT Goal: 2, 4, 5

Objective: Once the project plan has been approved by the ITGC/Management Team, the Department will move forward with the development according to the plan and as resources are available. This could include seeking funding sources, internal development, or a combination.

Benefits: Same as above

Measures: The plan will outline Milestones that will measure the progress and success.

Timeframe for completion: Not known at this time, is contingent on ITO 1-1 being completed and

approved.

Supporting Objective

ITO 1-3   Develop Training materials

Supports Business Requirement: DOC Business Goal 3, 6

Supports/Implements State IT Goal: 2

Objective: Develop training manuals, lesson plans, CBTs, and other training aides to better enable staff to learn the new offender management information system and to supplement training.

Benefits: Provide the users with a ready reference on how to use the new system.

Measures: Completed training materials.

IT GOAL NUMBER 2:

ITG 2

Description: Continue Development of MJIS

Benefits: This will further automate Youth Services Division allowing them to provide more timely and accurate information among their various business units.

Supports/Implements Agency Goal or Requirement: DOC Business Goals 1, 2, 3, 4, 5

Implements State IT Goals/Initiatives By: Developing IT resources in an organized, deliberative, and cost-effective manner and Protecting Individual Privacy and the Privacy of information contained within IT systems.

Timeframe for completion: This will be ongoing as enhancements are requested by the Youth Services Division and resources are available for development of them.

Supporting Objective

ITO 2-1   Regular meetings

Supports Business Requirement: DOC Business Goal 3

Supports/Implements State IT Goal: 2, 4

Objective: To conduct regular meetings of IT and the MJIS super users group to discuss future projects, enhancements, issues, and change requests.

Benefits: The main beneficiaries are the department IT staff and Youth Services Division Staff.

Measures: Regularly scheduled meetings, with continuing dialog

Timeframe for completion: It is anticipated that this will continue for the life of the system.

IT GOAL NUMBER 3:

ITG 3

Description: Implement ITIL practices in areas that will benefit IT and the Business.

Benefits: This will benefit the Department of Corrections and the State of Montana as the implementation

moves forward. ITIL is widely accepted as best practices for IT.

Supports/Implements Agency Goal or Requirement: DOC Business Goal 1, 2, 3, 4, 5, 6

Implements State IT Goals/Initiatives By: Developing IT resources in an organized, deliberative, and cost-effective manner; protecting Individual Privacy and the Privacy of information contained within IT systems; improvement of Government services.

Timeframe for completion: This will be a multi year process as individual sections are adapted, trained and implemented.

The following objectives will repeat for each section implemented.

Supporting Objective

ITO 3-1   Develop templates for implementation

Supports Business Requirement: DOC Business Goal 1, 2, 3, 4, 5, 6

Supports/Implements State IT Goal: 2, 4, 5

Objective: To develop templates of each ITIL practice that will be used in a manner that works for the Department.

Benefits: Same as above

Measures: Finished template.

Timeframe for completion: 1 section every 6 to 9 months.

Supporting Objective

ITO 3-2   Implement section

Supports Business Requirement: DOC Business Goal 1, 2, 3, 4, 5, 6

Supports/Implements State IT Goal2, 4, 5

Objective: train IT staff, and required business leaders and participants in the current section being implemented. Develop processes and procedures for the implementation.

Benefits: Same as above

Measures: Implementation and adoption of each section

Timeframe for completion: one component of ITIL every 6 to 9 months.

IT GOAL NUMBER 4:

ITG 4

Description: : Implement COBIT practices in conjunction with ITIL where feasible

Benefits: This will benefit the Department of Corrections and the State of Montana as the implementation moves forward. COBIT is a widely accepted IT Governance model that works in conjunction with ITIL best practices.

Supports/Implements Agency Goal or Requirement: DOC Business Goal 1, 2, 3, 4, 5, 6

Implements State IT Goals/Initiatives By: Developing IT resources in an organized, deliberative, and cost-effective manner; protecting Individual Privacy and the Privacy of information contained within IT systems; improvement of Government services.

Timeframe for completion: This will be a multi year process as individual sections are adapted, trained and implemented.

Supporting Objective

ITO 4-1   Examine COBIT relationships with ITIL as each ITIL section is developed and implemented.

Supports Business Requirement: DOC Business Goal 1, 2, 3, 4, 5, 6

Supports/Implements State IT Goal: 2, 4, 5

Objective: To implement the best practices possible as these processes are implemented. These relationships will be examines as ITO 3-1 and ITO 3-2 are followed in IT Goal Number 3.

Benefits: Same as above

Measures: Implementation and adoption of each section

Timeframe for completion: In conjunction with the ITIL implementations every 6 to 9 months, when COBIT and ITIL complement each other.

IT GOAL NUMBER 5:

ITG 5

Description: Investigate and recommend potential for FileNet services

Benefits: The Department, business units, staff that rely on the information, the state, and taxpayers.

Supports/Implements Agency Goal or Requirement: DOC Business Goal 3

Implements State IT Goals/Initiatives By: Developing IT resources in an organized, deliberative, and cost-effective manner; protecting Individual Privacy and the Privacy of information contained within IT systems; improvement of Government services.

Timeframe for completion: This will be ongoing throughout the life of this plan.

Supporting Objective

ITO 5-1   Imaging

Supports Business Requirement: DOC Business Goal 3

Supports/Implements State IT Goal: 2, 4, 5

Objective: To recommend business functions that could be better served with imaging of their paper documents.   There are currently various business units that have realized the benefit having documents saved and indexed on the FileNet system for easy retrieval.   We have requested funding to move forward in these endeavors.

Benefits: Same as above

Measures: Identification of business functions/units that would benefit from imaging of their current paper records

Tiamefrme for completion: This will be an ongoing process, as individual processes and units are

converted.

Supporting Objective

ITO 5-2   E-Forms

Supports Business Requirement: DOC Business Goal 3

Supports/Implements State IT Goal: 2 ,4 5

Objective: To recommend business functions that could be enhanced and made more efficient by utilized FileNet E-Forms. The department is currently working on a test project that is anticipated to demonstrate the benefits of utilizing this technology.

Benefits: Same as above

Measures: Identification of business functions/units that would benefit from utilizing E-Forms to replace and/or augment their current processes.

Timeframe for completion: This will be an ongoing process, as individual processes and units are converted.

Supporting Objective

ITO 5-3   Automated Workflow

Supports Business Requirement: DOC Business Goal 3

Supports/Implements State IT Goal: 2, 4, 5

Objective: To recommend business functions that could be enhanced and made more efficient by utilizing FileNet workflow solutions. The department has recently placed the first workflow application in test. It is anticipated that this application will enhance the Director and Department's ability to track grievances, which have traditionally been paper based.

Benefits: Same as above

Measures: Identification of business functions/units that would benefit from utilizing work flow to replace and/or augment their current processes

Timeframe for completion: This will be an ongoing process, as individual processes and units are converted.

IT GOAL NUMBER 6:

ITG 6

Description: Criminal Justice Information system integration

Benefits: Beneficiaries include, but are not limited to the Department of Corrections, Supreme Court, Department of Justice, State, Local, and Federal Law enforcement, and the Federal Government.

Supports/Implements Agency Goal or Requirement: DOC Business Goals 1, 2, 3, 4, 5, 6

Implements State IT Goals/Initiatives By: Developing IT resources in an organized, deliberative, and cost-effective manner; protecting Individual Privacy and the Privacy of information contained within IT systems; improvement of Government services.

Timeframe for completion: This effort has been going on for a decade in Montana and will continue on for the foreseeable future.

Supporting Objective

ITO 6-1   Communication between agencies

Supports Business Requirement: DOC Business Goal 1, 2, 3, 4, 5, 6

Supports/Implements State IT Goal: 2, 4, 5

Objective: To continue to have open communications between DOC, DOJ, and Supreme Court Administrator.   The CJISP team has been stagnating, but the IT managers of these 3 agencies meet on a regular basis to keep abreast of ongoing activities.

Benefits: The agencies involved and the taxpayers of the state.

Measures: Continuation of meetings, discussions, and information exchange with the other agencies.

Timeframe for completion: Ongoing

Supporting Objective

ITO 6-2   Cooperation between agencies

Supports Business Requirement: DOC Business Goal 1, 2, 3, 4, 5, 6

Supports/Implements State IT Goal: 2, 4, 5

Objective: To continue to find opportunities for cooperation among the agencies. For example the Department has recently participated in joint grant applications, has agreed to participate in technical committee's for one of the other agencies, agreed to participate in a steering committee, and is investigating the potential for shared services.

Benefits: Same as above

Measures: Participate on/with multi agency projects, grants, activities, and other interactions.

Timeframe for completion: Ongoing as opportunities arise.

IT GOAL NUMBER 7:

ITG 7

Description: Continued participation in National Corrections Association

Benefits: Department of Corrections, State of Montana, Corrections agencies across the country.

Supports/Implements Agency Goal or Requirement: DOC Business Goal 3

Implements State IT Goals/Initiatives By: Improvement of Government services.

Timeframe for completion: On going

Supporting Objective

ITO 7-1   Corrections Technology Association

Supports Business Requirement: DOC Business Goal 3

Supports/Implements State IT Goal: 5

Objective: To continue to represent the Montana Department of Corrections in this multi national association of Corrections Technology professionals.   The IT chief for MDOC has been elected to the Executive board for the last 2 years.

Benefits: Everyone benefits from this arrangement as other states share policies, procedures, ideas, and

information about business processes.

Measures: Continued participation and membership in CTA.

Timeframe for completion: ongoing

Supporting Objective

ITO 7-2   National Consortium for Offender Management Systems.

Supports Business Requirement: DOC Business Goal 3

Supports/Implements State IT Goal: 5

Objective: To continue to represent the Montana Department of Corrections in this multi state consortium. Currently a MDOC IT staff member is the chair of the technical committee that is defining and determining best practices.

Benefits: Everyone benefits from this arrangement as other states share policies, procedures, ideas, and information about business processes

Measures: Continued participation in NCOMS

Timeframe for completion: ongoing

IT GOAL NUMBER 8:

ITG 8

Description: Systems enhancements of infrastructure, services, and hardware.

Benefits: This will benefit the Department and the State by making it possible for employees to access services more efficiently. Provide for the ability to increase safety at the institutions with the ability to monitor areas via video across the network.

Supports/Implements Agency Goal or Requirement: DOC Business Goal 1, 3

Implements State IT Goals/Initiatives By: Developing IT resources in an organized, deliberative, and cost-effective manner.

Timeframe for completion: This will be an ongoing initiative as needs arise. It also depends on approval of funding approval for each area.

Supporting Objective

ITO 8-1   Montana State Prison Fiber

Supports Business Requirement: DOC Business Goal 1, 3

Supports/Implements State IT Goal: 2

Objective: To replace the legacy fiber and switches at MSP. The current fiber is at the end life and as parts fail it will become more difficult to keep operational. In addition MSP would like to add video to multiple areas within the compound that the current equipment will not support the QOS required for this service.

Benefits: This will enhance services at MSP as they become available. For example RFID offender tracking, man down systems, officer accountability systems, access controls, time keeping, and video. These services will enhance the safety of our Correctional officers, the security of the institution, and public safety.

Measures: Completion of Fiber/Switch installation at MSP

Timeframe for completion: Depends of funding being made available and schedule of contractors.

Supporting Objective

ITO 8-2 Montana Women's Prison connectivity

Supports Business Requirement: DOC Business Goal 1, 3

Supports/Implements State IT Goal: 2

Objective: To provide proper connectivity between the main compound and the Industries area.

Benefits: This will allow the Department to provide services in the Industries program to the inmates at MWP.

Measures: Completion of a connection of the two locations.

Timeframe for completion: Depends on funding approval.

Supporting Objective

ITO 8-3 CAIN Network

Supports Business Requirement: DOC 1, 3

Supports/Implements State IT Goal: 2

Objective: To convert the CAIN network to a Citrix based network.

Benefits: This will eliminate several security concerns on this network. It will also allow for less expensive workstations with a longer replacement cycle. It will also allow the Department more control over these types of services at MSP.

Measures: Conversion of CAIN from Novell to Citrix

Timeframe for completion: Funding request for 07, and in the EPP process.

Supporting Objective

ITO 8-4 Video Conferencing

Supports Business Requirement: DOC Business Goal 1, 2, 3, 4, 5, 6

Supports/Implements State IT Goal: 2

Objective: To continue to enhance the video conferencing capability of the Department

Benefits: This will benefit multiple areas. Inmates can attend hearings in court via video, eliminating the need for transportation in many cases. It could also allow for Inmates to participate in treatment from regional facilities to the Institution that provides the training, again eliminating the need for transport for specific treatment groups. Enhance medical services to inmates by utilizing the Montana Telemedicine network. Provide enhanced medical, psychiatric, educational opportunities at our Youth facilities, and Lower cost of staff traveling to meetings by holding them via video conference. There are many more future benefits, but these are the current objectives.

Measures: Creation of Department steering committee, installation of video sites at the regional offices, reduced costs for transport and meetings.

Timeframe for completion: This will be ongoing; the initial sites are currently being installed. We have requested EPP funding and federal funding to assist with expansions.

Supporting Objective

ITO 8-5 Server environment

Supports Business Requirement: DOC Business Goal 1, 3

Supports/Implements State IT Goal: 2

Objective: Now that the State of Montana has more than one standard for file and print services we need to examine which standard better fits the needs of the Department, or if we will continue to operate in a mixed environment.

Benefits: Currently the Department supports two different server operating systems, requiring staff to be trained in supporting and troubleshooting the platforms, associated directories and application delivery. If it is possible to consolidate this down to a single platform we would experience cost savings in staff training.

Measures: A documented decision describing direction and an assessment of risks.

Timeframe for completion: 6 to 9 months after start.

IT GOAL NUMBER 9:

ITG 9

Description: Increase staffing levels

Objective: To enhance existing support and add staff to assist in project management, security, disaster and recovery, and program evaluation.

Benefits: Increased staffing levels within IT would allow for the provision of more needed services within the Department. It will also allow the addition of dedicated project management, security/privacy/Disaster recovery, DBA, and other functions that are currently difficult to provide based on staffing levels.

Supports/Implements Agency Goal or Requirement: DOC Business Goal 1, 2, 3, 4, 5, 6,

Implements State IT Goals/Initiatives By: Creating quality jobs, developing IT resources in an organized, deliberative, and cost-effective manner, improve the quality of life of Montana Citizens, protect privacy of information contained within IT systems, and Improve Government services.

Timeframe for completion: Requested funding via EPP process. When funding is received this will be phased in over the biennium and completed prior to the end of that biennium.

IT GOAL NUMBER 10:

ITG 10

Description: Align IT with the Business

Benefits: As IT and the business units get more aligned it is easier for us to meet our Mission. This benefits everyone in the Department.

Supports/Implements Agency Goal or Requirement: DOC Business Goal 1, 3

Implements State IT Goals/Initiatives By: Developing IT resources in an organized, deliberative, and cost-effective manner

Timeframe for completion: ongoing

Supporting Objective

ITO 10-1   Implement ITG 3 and ITG 4

Supports Business Requirement: Same as above

Supports/Implements State IT Goal: 2

Objective: As part of the ITIL and COBIT implementation the business owners will be included in processes that effect them. For example the business owners need to be included in the change management process in order to let IT know how any change may impact them.

Benefits: The main benefit of this will be more open communications, better understanding of the needs of IT and the Business units, and an increased level of service.

Measures: Implementation of ITG 3 and 4

Timeframe for completion: This is a multi year project.

Supporting Objective

ITO 10-2   IT Liaison program

Supports Business Requirement: same as above

Supports/Implements State IT Goal: same as above

Objective: To have IT staffs participate in each division as much as possible. This will allow a main point of contact for the Division and will also have an IT representative become more of an expert with that business of that Division. This has been implemented partially and needs to continue to move forward.

Benefits: The entire Department

Measures: Liaison's appointed from IT for each division, and from each division to IT.

Timeframe for completion: This will be an ongoing objective.

Supporting Objective

ITO 10-3   Increased department CIO and Business interaction

Supports Business Requirement: same as above

Supports/Implements State IT Goal: same as above

Objective: For the Department CIO to interact with the Department management team.

Benefits: The entire Department

Measures: Continued participation in at the Department Management team meetings.

Timeframe for completion: This will be an ongoing objective.

IT GOAL NUMBER 11:

ITG 11

Description: Assist Department in Enterprise viewpoint

Benefits: The Department will benefit by purchasing systems to support the entire enterprise when possible, rather than individual packages for each facility or Division. For example staff scheduling software, rounds verification software, key and tool control systems.

Supports/Implements Agency Goal or Requirement: IT Business Goals 1, 2, 3, 4, 5, 6

Implements State IT Goals/Initiatives By: Developing IT resources in an organized, deliberative, and cost-effective manner

Timeframe for completion: Ongoing

Supporting Objective

ITO 11-1   Developing internal documented technology procurement methodology

Supports Business Requirement: Same as above

Supports/Implements State IT Goal: 2

Objective: To develop and implement an IT request system that allows for easier identification of systems that can be leveraged across the agency. The initial process has been outlined and documented, and will be distributed to the Department management team for comments, changes, and hopefully approval.

Benefits: The Department, the state, and the taxpayers of Montana.

Measures: Successful procurement methodology put into place.

Timeframe for completion: December 2006

IT GOAL NUMBER 12:

ITG 12

Description: Mitigation of legacy system life cycle issues

Benefits: The Department has several legacy systems that are near or past their useful life. Replacement of these systems need to be planned for and embraced by the Department management team.   IT needs to get business involvement in planning for the replacement of these systems. (Currently IT requests funding for replacement that may be denied.) In those cases we have failing systems that cost more to maintain, and more to replace in the future. A current example is the Canteen and Trust Accounting system, funding has been requested since 2003 and it is now at critical mass.

Supports/Implements Agency Goal or Requirement: Same as above

Implements State IT Goals/Initiatives By: Developing IT resources in an organized, deliberative, and cost-effective manner

Timeframe for completion: ongoing

Supporting Objective

ITO 12-1   Documentation process

Supports Business Requirement: Same as above

Supports/Implements State IT Goal: 2

Objective: To develop a method of documenting replacement plans as early as possible on systems that are nearing the end of their useful life.   This documentation will need to include the estimated replacement costs, timelines, and consequences of not replacing or updating the system.   The business owners of the process need to be involved in this documentation process and assist in the effort to get funding.

Benefits: Systems that are easier to maintain, a working set of documents that can be used for future planning, and more time to select systems rather than working on an exigency basis.

Measures: A completed plan. Documentation of replacement plans for systems.

Timeframe for completion: Dependent on ITGC adoption of goal.

IT GOAL NUMBER 13:

ITG 13

Description: Investigate opportunities for consolidation – inter-agency sharing.

Objective: Watch for and take advantage of opportunities to share and/or consolidate resources.

Benefits: As the Department finds opportunities to share hardware and/or other IT resources the cost for those services should be reduced. For example the shared state offices in Bozeman shares resources that would have never been shared in the past.   The Department of Justice and Corrections are working on sharing a product rather than purchasing their own, including a server to support it.   This includes hardware in the state Data center if appropriate and the possibility of utilizing the DOJ data center to house Department hardware.

Supports/Implements Agency Goal or Requirement: DOC Business Goals 1, 2, 3, 4, 5, 6

Implements State IT Goals/Initiatives By: Developing IT resources in an organized, deliberative, and cost-effective manner

Timeframe for completion: ongoing as opportunities are found

IT GOAL NUMBER 14:

ITG 14

Description: Encourage new and existing staff to complete computer training relative to their computer skills and job requirements and provide staff with self-study resources to aid them in their use of IT resources.

Benefits: Reduce Staff dependency on the Help Desk and Programming staff via proactive skills training for new computer users and experienced users alike, as well as creation and updating existing user's manuals.

Supports/Implements Agency Goal or Requirement: This supports DOC Business Goals 3, 6

Implements State IT Goals/Initiatives By: Ensuring DOC staff is highly trained in the use of computers, thereby reducing the need for external support.

Timeframe for completion On-going computer training schedule.

SUPPORTING OBJECTIVE

ITO 14-1 New Staff Training

Supports Business Requirement: DOC Business Goals 3, 6

Supports/Implements State IT Goal: 2

Objectives: To ensure that all new staff receives adequate computer training to ensure that they can effectively use the departmental computer resources.

Benefits: Reduction in Help Desk calls. Reduction in requests for personal tutoring.

Measures: 10% reduction in both Help Desk calls and requests for personal tutoring assistance coming into the help desk.
Time frame for completion: Ongoing.

SUPPORTING OBJECTIVE

ITO 14-2 Existing and New Staff Continuing Training

Supports Business Requirement: DOC Business Goals 3, 6

Supports/Implements State IT Goal: 2

Objectives: To ensure that all staff receive adequate continuing computer training to ensure that they can effectively use the departmental computer resources, are capable of using the existing hardware and software resources to the best of their abilities, and are instructed in the use of new programs as they are developed and released.

Benefits: Reduction in Help Desk calls. Reduction in requests for personal tutoring and requests for IT assistance in creating projects that could be completed by the staff members themselves with adequate knowledge of the existing tools they have.

Measures: Reduction in both Help Desk calls and requests for personal assistance.

Time frame for completion: Ongoing.

SUPPORTING OBJECTIVE

ITO 14-3 Create and Maintain Professional Quality User's Manuals for In-house and External software and IT equipment

Supports Business Requirement: DOC Business Goals 3, 6

Supports/Implements State IT Goal: 2

Objectives: To ensure that all staff have high quality and accurate user's manuals available to them to ensure that they have the resources available to them to ensure that they can use the software and IT equipment to the highest extent possible and as a supplement to training courses.

Benefits: Reduction in Help Desk calls. Reduction in requests for personal tutoring and requests for IT assistance in creating projects that could be completed by the staff members themselves with adequate knowledge of the existing tools they have.

Measures: Creation and distribution of training manuals to Department staff.

Time frame for completion: Ongoing.

6.2 Risks

Risk 1:

Funding is a large factor in the success of our IT plan. We can move forward and continue to make minor improvements in our existing systems in the event we do not get appropriate funding, but will not be able to take our existing offender management system to the next level that we are seeking. We will continue to look for sources of Federal funding to make up for any shortfalls.

Mitigation Strategy:

Continue to request appropriate funding, search for federal grants, and continue to utilize surplus equipment from other agencies as needed.

Risk 2:

Appropriate staffing level also plays a role in the successful implementation of our strategic plan. Currently we do not have dedicated FTE in positions that are needed.   Current staff performs many responsibilities that are commonly separate positions. For example we have no project manager, no security/privacy/disaster recovery officer. Development staff commonly conducts the requirements analysis, the programming; develop the test plan, quality assurance, training, and deployment planning.   Having additional staff that could be dedicated to programming would increase the productivity and morale of our staff.

Mitigation Strategy:

We developed a plan for appropriate staffing. Upon review of that plan the Department contracted with an independent company to perform a staffing analysis.   Based on this analysis and the IT staffing plan we have requested additional FTE in our EPP. If we do not get increased staffing we will continue to operate at our current level.

Risk 3:

We are still faced with obsolescence issues in both hardware and applications.   If replacement of these systems are not funded more staff time and resources will be devoted to support and maintenance, which will inhibit the time available for moving forward on goals, objectives, and initiatives.

Mitigation Strategy:

We have requested funding for the most critical of these systems.   If that funding is not approved we will investigate any other possibilities available to us, which could include obtaining surplus equipment from other agencies.

SECTION 7: ENTERPRISE ALIGNMENT

7.1 State Strategic Plan for IT Alignment

The Department of Corrections supports the State's efforts to standardize network infrastructure, protocols & hardware, information platforms, and database environments, and makes every effort to conform to State standards, policies, and procedures.

We have and will continue to cooperate with other state agencies in inter-agency IT efforts such as Montana Criminal Justice Information Services Project (MCJISP). We continually work with ITSD to develop, learn and put into practice "best practices" in our technology environments.

The Department promotes interagency cooperation by sharing our expertise and the tools we develop with other agencies, and requesting expertise from other agencies when needed. We work closely with Courts and DOJ to continue the effort to reduce redundancy, increase data integrity, and make our information more available to law enforcement personnel.

7.2 Standards/Compliance Issues

The Department of Corrections currently has no IT systems that are out of compliance with existing State IT standards or granted exceptions. We continually look for ways to move hardware and/or software that have been granted an exception to a State standard platform when upgrading or updating those applications.

SECTION 8: EXPENDITURES

8.1 Planned Agency IT Expenditures

See attachment 1.

8.2 Total Agency Budget

	FY2006	**FY2007**	**FY2008**	**FY2009**
Total Agency Budget	123,803,080	128,616,662	123,803,080	123,803,080

8.3 Staffing

Job class code	Job Title	A. Number of authorized FTEs within agency	B. Number of FTEs performing IT outside of IT units	C. Number of contracted IT FTEs	D. Total (A+B+C)
1132nn	IT manager	4			4
15111n	IT Supervisor	1			1
1512nn	Programmer	1			1
15123n	QA analyst				
15131n	Systems Engineer				
15133n	Application Engineer				
1514nn	Support Technician,	1			1
1514nn	Support Specialist	4			4
151133A	Website Engineer				
15133B	Programmer Analyst	5			5
15142B	Help Desk Analyst				
15142C	IT Methodology Technician				
15142E	Tech Support Analyst				
1515nn	Systems Analyst				
1516nn	Database Analyst				

1517nn	Network Administrator	1			1
15173n	Security Specialist				
1518nn	Network Systems Analyst				
15183n	Telecommunications Specialist				
15183B	Network Engineer				
15193D	Systems Architect				
43902n	Data Center Operator				
4391nn	Computer Operator				
	Web Master	1			1
	Statistician manager	1			1
	Statistician	2			2
	Business Analyst	1			1
	Total	22.00	0.00	0.00	22.00

Agency FTEs   1,169.39

8.4 Staffing Shortfalls

See attachment2.pdf - staffing survey

SECTION 9: IT INITIATIVES (FY2006-2011)

9.1 Initiatives

Initiative Number: 1

Title: IT staff increase

Description: See attachment2.pdf

EPP Number (if applicable): Not yet assigned

Initiative Type: New FTE

Estimated Initiative Costs

Expense Category	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Personal Services			394,547	394,547	394,547	394,547
ITSD Contracted Services						
Other State Agency Contracted Services						
Outside Contracted Services						
Hardware						
Telecommunications						
Software						
Maintenance						
Training						
Miscellaneous			12,000	6,000	6,000	6,000
Totals	0	0	406,547	400,547	400,547	400,547

Agency IT Goals& Objectives

Security Officer	1	113217
Desktop Technician	2	151716
Statistician	1	152416
Application Developer	2	151216

The average ration of IT staff to employee's in Montana State Government is 5.8%. The Department of Corrections has a ration of 1.9% which limits the ability of IT to provide the required level of service to the Department. There have been many additional facilities connected to computer systems, more users added, more applications required, and IT has not grown to meet these additional needs.

A 2006 staffing and resource analysis details the need for additional staff and can be utilized for the justification for these positions.

Initiative Number: 2

Title: Montana State Prison Infrastructure upgrade

Description: The existing data plant at MSP is out of date and replacement parts will soon be out of manufacture. This situation puts the Department's IT systems at risk because we will not be able to replace data switches as they fail. We intend to replace existing fiber optic plant with single-mode optical fiber and upgrade the data switches to current State-standard level switches

EPP Number (if applicable): Not yet assigned

Initiative Type: Replacement of existing infrastructure

Estimated Initiative Costs

Expense Category	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Personal Services						
ITSD Contracted Services						
Other State Agency Contracted Services						
Outside Contracted Services			280,000			
Hardware			226,000			
Telecommunications						
Software						
Maintenance						
Training						
Miscellaneous						
Totals	0	0	506,000	0	0	0

Estimated Schedule

Start (Month/Year): 7/08

End (Month/Year): 6/09

Will this initiative be ongoing from the start date?

No, it is expected to have a completion time of less that one year.

Business Requirement & Initiative Scope

The Department is charged with supervising and caring for offenders.   In the prison setting this means providing the offenders food, clothing, housing, medical care, rehabilitation services, educational opportunities, religious activities, work opportunities as well as providing for public safety and the security and safety of the prisoners and staff. Our information systems are vital in the provision of these services.

The scope of this initiative includes, and is limited to, the entire Montana State Prison campus, including; Maximum Security, High Security, Low Security, Industries, Treasure State Correctional Training Center, the Work Dorm, the Ranch office and the Check Point.

Agency IT Goals& Objectives

DOC BG1 To improve the safety of the Montana public and the security of our communities and homes. ITG 8 – ITO 8-1

Technical Approach

The Department will hire a contractor to remove existing fiber optic cable (some in walker ducts, some direct buried, and some strung on telephone poles) and replace it with modern, State standard single-mode cable. The Department of Administration's ITSD staff will configure and install new, high speed data switches to replace the aging ones.

Risk

1. If this effort is not undertaken in a timely manner we risk having eleven year old equipment fail. That equipment is already out of manufacture and will soon be unavailable for purchase. Any single failure will effect at least one building – rendering the computers unable to communicate with the Department's data systems.

2. We may be unable to find a contractor who can accomplish this initiative within the estimated cost and timeline.

Initiative Number: 3

Title: Records imaging/e-forms/workflow

Description: New applications

EPP Number (if applicable): Not yet assigned

Initiative Type:

Estimated Initiative Costs

Expense Category	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Personal Services			90,000	110,000		
ITSD Contracted Services			10,000	20000	25000	30,000
Other State Agency Contracted Services						
Outside Contracted Services						

Hardware			30,000			
Telecommunications						
Software			20000	20000		
Maintenance						
Training						
Miscellaneous						
Totals	0	0	150,000	150,000	25,000	30,000

Estimated Schedule

Start (Month/Year): FY08

End (Month/Year): Ongoing

Will this initiative be ongoing from the start date? Yes

Business Requirement & Initiative Scope

The Department has embarked upon imaging of inmate legal records, but that is only the beginning. There have been requests to image the entire offender record for immediate access from anywhere. In addition to that, the HR division has requested the ability to store records in an electronic format for easier recovery and security. There is also desire to build workflow processes upon these documents once they have been imaged.   This funding will purchase the needed scanners and licenses to utilize FileNet for scanning of records. It will also pay the storage fee's associated with that storage, for assistance in setting up policies for storage and retention of the records, and for temporary staff to scan the records.

Critical information needs to be accessed in as an efficient manner as possible.   When this information is contained on paper it can take time to have it faxed, mailed, or conveyed to the person that needs this information.   If these documents are scanned and indexed in the State's FileNet system they can be found with a simple search, improving the speed in which this information can be accessed by officials that need it. (PSI in an escape for example)

Agency IT Goals& Objectives

IT Goal number 5

Technical Approach

Utilize State Standard FileNet services as the method to electronically image, index, and retrieve important Department documents.

Risk

Initiative Number: 4

Title: As/400 upgrade

Description:

EPP Number (if applicable): Not yet assigned

Initiative Type: Replacement system

Estimated Initiative Costs

Expense Category	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Personal Services						
ITSD Contracted Services						
Other State Agency Contracted Services						
Outside Contracted Services						
Hardware				100,000		
Telecommunications						
Software						
Maintenance						
Training						
Miscellaneous						
Totals	0	0	0	100,000	0	0

Estimated Schedule

Start (Month/Year): FY 2009 if necessary

End (Month/Year): FY 2009

Will this initiative be ongoing from the start date? No

Business Requirement & Initiative Scope

The Department's AS/400 is aging and will need to be replaced if the applications operating on it are not moved away from it. Currently the Department's Offender Management Information System, Restitution collection system, supervision fee collection system, and Justice Acis Query System are running on the AS/400. We are asking for one time only money earmarked for this specific purpose if the plans for new restitution and supervision fee collection system do not develop as planned.

DPHHS has several systems operating on our AS/400 and have been in the process of migrating those systems off for several years.

The Department's current plans would have the offender management system retired prior to FY09, the fiscal bureau has put in an EPP request to replace the restitution and supervision fee collection systems. JAQS would move away with the OMIS replacement.

Agency IT Goals& Objectives

ITG8

Technical Approach

Risk

Initiative Number: 5

Title: Video Conferencing expansion

Description:

EPP Number (if applicable): Not yet assigned

Initiative Type: New systems

Estimated Initiative Costs

Expense Category	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Personal Services						
ITSD Contracted Services			61,136	54,936	54,936	54,936
Other State Agency Contracted Services						
Outside Contracted Services						
Hardware						
Telecommunications						
Software						
Maintenance						
Training						
Miscellaneous						
Totals	0	0	61,136	54,936	54,936	54,936

Estimated Schedule

Start (Month/Year): FY 08

End (Month/Year): FY08

Will this initiative be ongoing from the start date? Yes

Business Requirement & Initiative Scope

Expansion of the Department's video conferencing capabilities to the 6 regional Probation and Parole offices. This includes a one time $1,200 per site installation fee and $9,156 annual fee. The annual fee includes unlimited use on the Vision Net network and the equipment.

Community Corrections regional administrators and the division administrator have frequent meetings that can be augmented by video conferencing, cutting down on physical travel. In addition some of the required training can provided to the officers in each region utilizing this method.

Agency IT Goals& Objectives

ITG8

Technical Approach

Risk

Initiative Number: 6

Title: Staff scheduling system

Description:

EPP Number (if applicable): Not yet assigned

Initiative Type: Replacement system

Estimated Initiative Costs

Expense Category	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Personal Services						
ITSD Contracted Services						
Other State Agency Contracted Services						
Outside Contracted Services						
Hardware						
Telecommunications						
Software			247,000			
Maintenance				27,800	27,800	27,800
Training						
Miscellaneous						
Totals	0	0	247,000	27,800	27,800	27,800

Estimated Schedule

Start (Month/Year): FY08

End (Month/Year): FY08

Will this initiative be ongoing from the start date?

Business Requirement & Initiative Scope

Currently the Department does not have reliable staff scheduling software for officer scheduling. It is vital that the Department's institutions have an efficient and reliable way to schedule officers, fill posts when there are vacancies, and track the time each officer has worked. Montana State Prison uses software that was purchased several years ago and is versions behind the current version and difficult to maintain on modern equipment and operating systems. PHYCF utilizes an older version of the same software. MWP and RYCF utilize internal systems. A modern enterprise wide solution for scheduling staff would make

this process more efficient and enable the hours worked to be interfaced into SABHRS and make them easier to audit.

Agency IT Goals& Objectives

ITG8

Technical Approach

Risk

Initiative Number: 7

Title: Restitution supervision fee collection software

Description:

EPP Number (if applicable): Not yet assigned

Initiative Type: Replacement system

Estimated Initiative Costs

Expense Category	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Personal Services						
ITSD Contracted Services						
Other State Agency Contracted Services						
Outside Contracted Services						
Hardware						
Telecommunications						
Software						
Maintenance						
Training						
Miscellaneous						
Totals	0	0	0	0	0	0

Estimated Schedule

Start (Month/Year): FY08

End (Month/Year): FY08

Will this initiative be ongoing from the start date?

Business Requirement & Initiative Scope

The department is still in the process of establishing the goals for this software. As these goals are established and a direction is determined we will begin the process of gathering requirments and determining costs.

Agency IT Goals& Objectives

ITG8

Technical Approach

Risk

Initiative Number: 8

Title: Canteen Inmate Trust Accounting

Description:

EPP Number (if applicable): Not yet assigned

Initiative Type: Replacement system

Estimated Initiative Costs

Expense Category	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Personal Services						
ITSD Contracted Services						
Other State Agency Contracted Services						
Outside Contracted Services			110,000			
Hardware				6,800		
Telecommunications						
Software						
Maintenance					11,700	11,700
Training						
Miscellaneous						
Totals	0	0	110,000	6,800	11,700	11,700

Estimated Schedule

Start (Month/Year):

End (Month/Year):

Will this initiative be ongoing from the start date?

Business Requirement & Initiative Scope

To upgrade the existing legacy inmate banking and commissary system as it stands right now per the vendor.   The Fiscal Bureau is submitting a request to replace the existing system, and researching what is available and the costs of such. The IT bureau is in agreement that it would be better to investigate a new system. This request in included in EPP in the event the Department chooses to continue to use the existing system.

The existing system runs on an operating system no longer supported by Microsoft, and the system itself is no longer supported by the vendor without it being upgraded to a more current version at the cost estimated above. The system is past the end of it's useful life.

Agency IT Goals& Objectives

ITG8

Technical Approach

The management of the canteen and commissary was recently changed to Montana Correctional Enterprises. We are in the process of examining what systems are available today and if we wish to continue on with our current vendor and upgrade the existing system or publish an RFP for a new system.

Risk

Initiative Number: 9

Title: Project Argo (Offender Management Information System)

Description: Creation of Offender Management System on Oracle platform in conjunction with the National Consortium of Offender Management Systems. This will allow us to better collaborate and share data with our peers in other states, collect information that we are not currently collection, ease the burden of double data entry within our agency, and enhance our ability to manage our offender population.

EPP Number (if applicable): N/A

Initiative Type: Replacement system - Enhancement

Estimated Initiative Costs

Expense Category	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Personal Services		200,000	200,000			
ITSD Contracted Services						
Other State Agency Contracted Services						
Outside Contracted Services						
Hardware						
Telecommunications						
Software		5,000				
Maintenance						
Training		9,000				

Miscellaneous						
Totals	0	214,000	200,000	0	0	0

Estimated Schedule

Start (Month/Year): FY07

End (Month/Year): FY09

Will this initiative be ongoing from the start date? Yes, exact start dates are being discussed at this time.

Personal services estimate is based on initial examination of project with limited scope known at this time. This includes estimated time of developers, statisticians, DBA, network operations, and project management. These personal services are internal FTE.

Business Requirement & Initiative Scope

Individual Divisions within the department have implemented various disparate data management systems to provide specialized operational functionality to support their duties. This approach has led to a lack of standardization and integration across our department's information systems, creating a lack of consistency in qualitative measures such as assessments of the physical, emotional, and sociological states of offenders.

The initial Scope is a proof of concept to create a web based system replacing the current limited functionality of PRO-Files. If this is satisfactory to the business units we will propose to increase the scope to replace those pieces of ACIS that are currently used.   At this junction the steering committee will determine addition scope.

Agency IT Goals& Objectives

ITG1

Technical Approach

Utilization of the agile project methodology, working with the stakeholders and the ITSD project management office to develop each phase as it progresses.   Once the proof of concept is completed this section of the strategic plan will be updated to reflect any changes in scope.

Risk

Business involvement is lacking in requirements/gap/testing phases.

The small IT staff size will have an effect if there are personnel changes within the project team.

SECTION 10: IT ACTIVITIES

10.1 Activities

These activities have been identified by the various department divisions as areas of interest in the next bi-ennium.   Most are only discussion topics at this point in time and have no associated timelines or costs.

ID	Description	Start Date	End Date	Cost
A1	GPS for Sex Offender tracking and other Community Corrections uses			
A2	GPS for Transportation			
A3	Interoperable radio			
A4	Inmate Phone Systems			
A5	Cain Network upgrade / expansion			
A6	Officer Down System			
A7	Rounds Verification system			
A8	Key control systems			
A9	Tool Control Systems			
A10	Video monitoring at institutions			
A11	Computerized Inmate Assessment program			
A12	Employee Kiosks at institutions			
A13	Inmate Kiosks at institutions			
A14	Inmate electronic mail delivery system (not e-mail)			
A15	Hardened legal kiosks			
A16	CBT training software			
A17	Phone system upgrades and various Probation and Parole offices			
A18	Office expansions			

10.2 Videoconferencing Capability/Needs

Does the agency currently use videoconferencing?

Yes

List the types of videoconferencing systems/equipment used. (Such as H.320/H.323)

H.323

How much does the agency spend on videoconferencing in the following categories:

Licensing:	$550/site – except Helena EOC, which is $2542.17
Equipment:	Approx. $7,750 per site
Maintenance:	$985.80/site per year
Transport Fees:	$6,000/site per year
Personnel:	40 hours/site per year
Estimate of the agency's annual savings by using videoconferencing:	Unknown at this time. The DOC has not had this system in place long enough to gather adequate numbers for analysis
How do you use videoconferencing:	1. To lessen the need to transport prisoners by providing for video court appearances. 2. To eliminate some employee travel by providing face-to-face meetings over the video conferencing links
Describe your video quality requirements.	High quality is required for both Court appearances and management uses of the system
Number of agency videoconferencing sites:	6
Number of video systems per site:	1 to 2
Contact person for videoconferencing at your agency:	Mike Raczkowski
How many videoconferencing sites will your agency deploy over the next biennium:	6 - 23
How many video systems will be deployed at the sites:	1
Who maintains the agency's videoconferencing equipment:	DOC staff, ITSD and VisionNet
What is the plan for maintenance of existing sites:	Plan: Provide support as needed. Install code updates & upgrades as they become available from manufacturer Equipment: Polycom Cost: Approx $985.80/site per year on maintenance contract
What is the plan for upgrades:	Plan: Maintenance contract includes upgrades Schedule: 5 year replacement schedule Cost: $2076.80/site per year

10.3 Network Requirements Survey

1. If your agency is planning new applications or services with any of the network requirements listed below, please fill in the name of the application or service and circle the appropriate response. If any application or service will use a backend database, also complete row 7.

name of planned application or service →	Desktop Video conferencing and surveillance	National Interstate Compact System	Offender Management Information System	More centralized applications utilizing Oracle and Citrix
1. Access from the Internet	No	Yes	No	Yes and No
2. Encryption	Yes and no	SSL	potential	Yes and No
3. High availability requirement	?	No	Yes	depends
4. Service to multiple locations	Yes	No	Yes	Yes
5. Quality of service (QOS) enabling guaranteed delivery times of data	Yes and No	No	No	No
6. Backend database required	No	interface	Yes	Possible
7. Average amount of data in Megabytes (MB) transferred between the database and front-end server per session			Unknown at this time	

2. Wireless technologies

Does your agency have plans to utilize wireless LAN technologies?	Yes
Does your agency have plans to utilize Wireless PDA's or BlackBerry type devices	Yes
Does your agency have plans to utilize wireless technologies other than Cell service for voice?	Yes
Do you anticipate roaming voice within a building?	Yes
Do you anticipate roaming voice between buildings?	Yes

3. Voice over IP (VoIP) Complete a row for each anticipated use.

Anticipated Use (call center, voice mail delivered to PC, etc.)	Location	Number of employees
Cable VOIP for tele workers.	Statewide	Unknown at this time
Employee Desktop phones as the technology becomes accepted by the state.	State wide	All existing employees

4. Storage and Backup

Do you anticipate replicating or backing up data to additional locations or servers? Yes, we would eventually like to back up all of our sites to a central location for ease of disaster recovery.

If you anticipate using SAN storage, complete the table below: We currently have a small SAN, but have not yet determined the requirements for statewide use.

data type (replication, backup, or synchronization)	location of data source	location of data destination	Data size in MB or TB	Interval (per transaction, hourly

5. What are your new requirements for remote access to SummitNet beyond what you do today?
No new requirements, Citrix Secure Gateway and VPN are sufficient at this time

6. Describe how you perform workstation patch management, and what tools are used, for both Microsoft and non-Microsoft products.
Microsoft patches are pushed via a WSUS server. Non-Microsoft patches are pushed via remote administration when possible. Manual hands on installation is required for some non-Microsoft patches.

7. Miscellaneous

7a. Do you patch your workstations after first shift hours?	Yes and No The department has multiple shifts
7b. Do you anticipate migrating from Novell to Microsoft for services such as file and print	Yes
7c. Do you anticipate joining your workstations to a directory structure?	Already are joined
7d. Do you anticipate increasing your use of GIS applications?	Yes
7e. If you answered "yes" to 7d, provide details unless you have described these requirements in the agency IT Template. We have a vision of utilizing GIS with our offender management system in the future in order to look for clusters of offenders in the community in order to look for problems that may be arising. In addition this could be utilized for the public to view the distribution of offenders in their community. Another anticipated use would be to map sentencing information for various crimes. For example, if a person was interested in how many people were sentenced for 4th time DUI a map could be brought up that would show the counties of sentence. No GIS applications are planned, but we do anticipate the use of them at some point in the future.	

SECTION 11: REVISION HISTORY

June 30, 2006 Approval by state CIO Dick Clark

July 19, 2006: Updated to reflect Director change, added revision history section.